



# **City of Duluth Minnesota**

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## **DRAFT FY 2016 ACTION PLAN**

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### ***Consolidated Plan for Housing and Community Development FY 2015 – 2019***

Draft FY 2016 Action Plan:  
Consolidated Plan for  
Housing and Community Development  
FY 2015 - 2019  
for the  
City of Duluth, Minnesota

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**Community Development Committee (CD Committee)**

Debra Branley  
Randy Brody  
Barbara Carr  
J. Reyna Crow  
Harrison Dudley  
Cruz Mendoza  
Hamilton Smith

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The preparation of this document was financed through a Community Development Block Grant from the Department of Housing and Urban Development through the Housing and Community Development Act of 1974 as amended.

## **Executive Summary**

### **AP-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)**

#### **1. Introduction**

The 2016 Action Plan explains and evaluates the City's second year of progress towards the goals in the current Consolidated Plan. It also provides recommendations for funding community development and housing projects. The Consolidated Plan is a five year planning document. It lays out the goals for the City of Duluth's Community Development program. Based on a collaborative process involving community members and local organizations, the City establishes a unified vision for effective, coordinated neighborhood and community development strategies. The current Consolidated Plan outlines the community's goals and objectives for 2015 through 2019. Each year the City's Action Plan shows how it will pursue these goals for all community development and housing programs. The City submits the annual Action Plan to Housing and Urban Development (HUD) as part of the monitoring process for HUD funds.

Major community needs addressed by the goals and objectives in the Action Plan include decent, affordable housing, a suitable living environment, and expanded economic opportunities for all community members. The projects funded through the Community Development Program address these community needs by creating and maintaining affordable housing, providing economic opportunities, offering public services to community members in need, and providing access to quality public facilities.

The City of Duluth expects to receive almost \$3,000,000 in funds from HUD. The City disperses these funds to meet the goals and objectives in the Consolidated Plan. HUD provides three types of funds: \$2,210,210 Community Development Block Grant (CDBG), \$480,896 HOME Investment Partnerships (HOME), and \$198,305 Emergency Solutions Grant (ESG). CDBG funds support community development projects including affordable housing, public services, public facilities, and economic development. HOME funds support programs that create affordable housing for low-income households. ESG funds support projects that offer basic needs and housing stabilization services to community members experiencing or at risk of experiencing homelessness. Local organizations apply to the Community Development Program requesting these HUD funds for their projects.

The Community Development Committee (CDC) has reviewed the applications and recommended funding amounts for the 2016 Community Development Program applications. The CDC will hear public input on their 2016 recommendations at the Public Hearing on December 1, 2015 and then make their final funding recommendations to the City Council. The Action Plan, detailed

funding recommendations, and information about the Public Hearing are available on the City's website at <http://www.duluthmn.gov/community-development>.

## **2. Summarize the objectives and outcomes identified in the Plan**

This could be a restatement of items or a table listed elsewhere in the plan or a reference to another location. It may also contain any essential items from the housing and homeless needs assessment, the housing market analysis or the strategic plan.

DECENT HOUSING - - which includes:

- assisting people experiencing homelessness to obtain affordable housing;
- assisting persons at risk of experiencing homeless;
- retaining the affordable housing stock;
- increasing the availability of affordable permanent housing in standard condition to low income and moderate-income families, particularly members of disadvantaged minorities, without discrimination on the basis of race, color, religion, sex, national origin, familial status, or disability;
- increasing the supply of supportive housing which includes structural features and services to enable persons with special needs (including persons with HIV/AIDS) to live in dignity and independence; and
- providing affordable housing that makes job opportunities accessible to residents.

A SUITABLE LIVING ENVIRONMENT - - which includes:

- improving the safety and livability of neighborhoods;
- eliminating blighting influences and the deterioration of property and facilities;
- increasing access to quality public and private facilities and services;
- reducing the isolation of income groups within areas through spatial deconcentration of housing opportunities for lower income persons and the revitalization of deteriorating neighborhoods;
- conserving energy resources and use of renewable energy sources.

EXPANDED ECONOMIC OPPORTUNITIES - - which includes:

- job creation and retention;
- establishment, stabilization and expansion of small businesses (including micro-businesses);
- the provision of public services concerned with employment;
- the provision of jobs to low-income persons living in areas affected by those programs and activities, or jobs resulting from carrying out activities under programs covered by the plan;

- access to capital and credit for development activities that promote the long term economic and social viability of the community; and
- empowerment and self-sufficiency for low-income persons to reduce generational poverty in federally assisted housing and public housing.

### **3. Evaluation of past performance**

This is an evaluation of past performance that helped lead the grantee to choose its goals or projects.

Each program that is funded with CDBG, HOME and ESG funding is monitored annually to make sure that the number of people who were going to be served for a specific need were met. If not, then that program is evaluated to determine if the need for that the program is still a priority or if that need is being met elsewhere due to other new funding sources or if the community dynamics have changed and the demand for a specific need has decreased. Every year, there are public input sessions to gather input on community needs to evaluate if a need should be a goal for this plan.

### **4. Summary of Citizen Participation Process and consultation process**

Summary from citizen participation section of plan.

The Citizen Participation plan was followed. There was a public forum on May 25, 2015 that discussed the need for greater transportation routes, concerned about mental illness and affordable housing. A summary is attached.

In addition, in April 2015 the Community Development office conducted an internet survey. There were 47 responses. Included.

### 2015 Public Forums Discussion Meeting Summary

On May 26, 2015 the Community Development Department held community discussions. The format for this meeting was to discuss Housing, Economic Development, and Public Works. To conduct fruitful discussions, the public and committee members were split into three groups, and were each given opportunities to discuss amongst their group the three topics. Staff members lead the discussions and gathered public insight, taking notes, before switching to a different group of public participants and repeating the process. This exercise illustrated the public's connection to the committee members in addressing the topics they find most desirable and in need in the city.

Comments from the discussion included thoughts on the need for greater transportation routes; public transportation that reached from homes to schools, work, and support centers, etc. Other comments addressed the lack of support centers and ease of current support centers to help those with criminal records and those with mental illnesses. The public also discussed a lack of new development of mixed income neighborhoods and low income housing being built. The insight from the public forum will be used to address future Community Development and Housing Needs.

State	Submitted	Page ID	IP	Member Key	1.1) Is this the best way to encourage economic self-sufficiency? Why or why not?	1.2) Given growth and job vacancies in the building trades, how can we work to get low income people well-paying secure jobs in the trades or other growing industries?	1.3) Are there apprenticeship models or other programs that could be supported with CDBG funds that would give people the assistance needed to gain the skills necessary to access good jobs?	2.1) Are there other public services needed in Duluth? (Examples could include: childcare, transportation assistance, job training, youth development, crime prevention, etc.)	2.2) Are any of these activities something that should receive CDBG funding?	2.3) If so, of the currently funded programs: food programs, access to health services, and homeless services and stabilization; which of these would be less of a priority? Please explain why.	3.1) What are the pressing issues in the affordable homeownership market? How can these issues be addressed?	3.2) What are the pressing issues in the affordable rental market? How can these issues be addressed?	Economic Development	Housing	Public Services
Approved	2015-05-29T15:47:47	13954	199.21.241.113		no. income is only part of the solution - where is the help with finances in general, or keep a job - or deal with the real discrimination that happens to people of color here in Duluth.	The program also offers wrap-around support service to address barriers to getting and maintaining employment. I think this and support for small businesses to grow are needed and do help address self-sufficiency. With changes in the new WIOA - Workforce legislation, there are opportunities to make changes in D&W and partner with WIOA funds.	Are there models from other CDBG funded communities? Do we have enough projects that trigger Section 3 requirements to make this a requirement or part of a Sec. 3 Plan? Also - with WIOA regisphers underway, this is the time to plan for this. It doesn't mean that we throw D&W out - it could be amended/enhanced.	Yes- certainly. Is it time to look at the Health funding now that ACA and MHSure are funded. Could these funds be transferred to address some of these other needs? Note that transportation assistance is needed, as are the others. Community Safety could best be addressed through funding community development to hold neighborhood and community meetings and training in partnership with LISSC and the Police Dept. This would be a good use of staff time.	Yes to transportation and to community development/building. With the new WIOA, the CD office should coordinate efforts on job training.	I think we need to study whether funds for health are as needed in light of new federal and state health care programs. We need to maintain funds for food and homeless service but make sure that we are being innovative and funding locally grown/rated food and small businesses, etc. What could LP FFA, the Good Food Network and Edible Duluth do with added funds?	We need to find ways to expand funds from other sources to fill the gap. The city should look at some dedicated sources of revenue and encourage matching funds from foundations and businesses. Also use a large par of the HUD NDRG funds to seed an ongoing pool of funds for housing. There does need to be a small business or job training effort to purchase and rehab homes. And CEDA should look at adding a levy to raise more funds to support mixed income housing and housing rehab.	Funding gap; need for local sources that will stimulate added state and federal investment. We need to support mixed income development, use of TIF, state bonding and also encourage the Duluth HRA to continue to think and act creatively including rental assistance and use of their levy.			
Approved	2015-05-26T17:09:06	13954	208.25.8.221		It helps a lot of folks, but this program is not developed to help the hardest to serve. There are many more supports that are needed and varying factors that affect these populations.	Help support folks by providing them with the support to access job skills trainings focused on occupations in demand.	Yes. SOAR Career Solutions helps people gain skills. They have a model developed in partnership with DEED, LISSC, Duluth Workforce Center, Adult Basic Education to implement these programs.	Transportation and job training.	Yes.	food programs and health services	There aren't enough affordable housing options. Also, there are very, very few options for sex offenders to live, yet, the safest and best option is to have them housed. Lessen the restrictions of where sex offenders can reside. Build housing units for folks that house some of the most difficult to house. Google Medicine Hat, Canada to see how they eliminated homelessness.	There aren't enough affordable housing options. Also, there are very, very few options for sex offenders to live, yet, the safest and best option is to have them housed. Lessen the restrictions of where sex offenders can reside. Build housing units for folks that house some of the most difficult to house. Google Medicine Hat, Canada to see how they eliminated homelessness.			
							Yes - see above - several union		Access to health services would be	Existing housing requires significant improvements. Lots of vacant	Lack of available housing options; difficulty in finding				

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## Community Survey 1

State	Submitted	Page ID	IP	Member Key	1.1) Is this the best way to encourage economic self-sufficiency? Why or why not?	1.2) Given growth and job vacancies in the building trades, how can we work to get low income people well-paying secure jobs in the trades or other growing industries?	1.3) Are there apprenticeship models or other programs that could be supported with CDBG funds that would give people the assistance needed to gain the skills necessary to access good jobs?	2.1) Are there other public services needed in Duluth? (Examples could include: childcare, transportation assistance, job training, youth development, crime prevention, etc.)	2.2) Are any of these activities something that should receive CDBG funding?	2.3) If so, of the currently funded programs: food programs, access to health services, and homeless services and stabilization; which of these would be less of a priority? Please explain why.	3.1) What are the pressing issues in the affordable homeownership market? How can these issues be addressed?	3.2) What are the pressing issues in the affordable rental market? How can these issues be addressed?	Economic Development	Housing	Public Services
Approved	2015-05-29T15:47:47	13954	199.21.241.113		no. income is only part of the solution - where is the help with finances in general, or keep a job - or deal with the real discrimination that happens to people of color here in Duluth.										
Approved	2015-05-26T17:09:06	13954	208.25.8.221		The program also offers wrap-around support service to address barriers to getting and maintaining employment. I think this and support for small businesses to grow are needed and do help address self-sufficiency. With changes in the new WIOA Workforce legislation, there are opportunities to make changes in D&W and partner with WIOA funds.	This needs to be a partnership with the unions, schools, contractors, City and Workforce programs. It might not be the best use of CDBG funds unless you could pay for a City staff or a consultant to work on this. It doesn't mean that we throw D&W out - it could be amended/enhanced.	Are there models from other CDBG funded communities? Do we have enough projects that trigger Section 3 requirements to make this a requirement or part of a Sec. 3 Plan? Also - with WIOA regisphers underway, this is the time to plan for this. It doesn't mean that we throw D&W out - it could be amended/enhanced.	Yes- certainly. Is it time to look at the Health funding now that ACA and MHSure are funded. Could these funds be transferred to address some of these other needs? Note that transportation assistance is needed, as are the others. Community Safety could best be addressed through funding community development to hold neighborhood and training in partnership with LISC and the Police Dept. This would be a good use of staff time.	Yes to transportation and to community development/building. With the new WIOA, the CD office should coordinate efforts on job training.	I think we need to study whether some funds for health are needed in light of new federal and state health care access. We need to maintain funds for food and homeless service but make sure that we are being innovative and funding locally grown/raised food and small businesses, etc. What could IP FFA the Good Food Network and Edible Duluth do with added funds?	We need to find ways to expand funds from other sources to fill the gap. The city should look at some dedicated sources of revenue and encourage matching funds from foundations and businesses. Also use a large par of the HUD NDRG funds to seed an ongoing pool of funds for housing. There does need to be a small business or job training effort to purchase and rehab homes. And CEDA should look at adding a levy to raise more funds to support mixed income housing and housing rehab.	Funding gap; need for local sources that will stimulate added state and federal investment. We need to support mixed income development, use of TIF, state bonding and also encourage the Duluth HRA to continue to think and act creatively including rental assistance and use of their levy.			
Approved	2015-05-26T16:19:15	13954	24.158.19.234		It helps a lot of folks, but this program is not developed to help the hardest to serve. There are many more supports that are needed and varying factors that affect these populations.	Help support folks by providing them with the support to access job skills trainings focused on occupations in demand.	Yes. SOAR Career Solutions helps people gain skills. They have a model developed in partnership with DEED, LISC, Duluth Workforce Center, Adult Basic Education to implement these programs.	Transportation and job training.	Yes.	food programs and health services	There aren't enough affordable housing options. Also, there are very, very few options for sex offenders to live, yet, the safest and best option is to have them housed. Lessen the restrictions of where sex offenders can reside. Build housing units for folks that house some of the most difficult to house. Google Medicine Hat, Canada to see how they eliminated homelessness.	There aren't enough affordable housing options. Also, there are very, very few options for sex offenders to live, yet, the safest and best option is to have them housed. Lessen the restrictions of where sex offenders can reside. Build housing units for folks that house some of the most difficult to house. Google Medicine Hat, Canada to see how they eliminated homelessness.			
							Yes - see above -			Access to health services would be	Existing housing requires significant improvements. Lots of vacant.	Lack of available housing options; difficulty in finding			

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## Survey response 1



Approved	2015-05-26 11:28:09	13954 137.81.124.219	<p>Yes- providing low income business owners to get training and build infrastructure is a great use of \$.</p> <p>Minigrants to get operational would also be a good use of the money.</p>	<p>Paid apprenticeships, support of the 2 year community college program proposed by Gov. Mark Dayton with a focus on career opportunities in the trades</p>	<p>leaders have commented on their willingness and interest to work with communities of color &amp; low income folks to train and mentor them into the profession. Credentials and training are also things folks can take to future jobs which can be leveraged in many ways.</p>	<p>Childcare assistance would be so beneficial for working class people. Otherwise, food and homelessness/stabilization services are key needs that need continued funding.</p>	<p>Yes - all of the above listed.</p>	<p>less of a priority - we do have MBsure navigators at several social service agencies which are funded by outside revenue streams. These services can be accessed by social workers at the county as well. If one were to be cut, I would pick access to health services with a push for childcare assistance.</p>	<p>foreclosed homes which will need to be razed or dramatically improved to be livable. Rising cost of living in certain zip codes in Duluth. Giving contractors incentives to renovate homes for purchase by low-income people could be a good solution. Expanded offerings by 1 Roof and HRA would also be beneficial.</p>	<p>housing for felons or folks with a bad rental history; lack of funds for damage deposit &amp; first month's rent; etc. Creative incentives for landlords to rent to hard-to-house folks could be a great solution. A pot of money for unstable folks to access for deposits up-front would be beneficial as well.</p>
Approved	2015-05-26 10:05:57	13954 207.171.103.126	<p>This is a good way. We should also consider assessing hiring policies and practice to promote hiring people of non-majority races.</p>	<p>work with area higher education and trades to provide scholarships and/or better align education to community needs</p>	<p>childcare assistance and transportation</p>	<p>Yes.</p>	<p>Access to private health services are secondary to the determinants of health and perhaps should be prioritized lower; community health programs could assist with improving health outcomes overall</p>	<p>Boy thats easy. Tell that asshole Nene to remember where he comes from. NO MORE RESORTS. Wanting to attract mid level corporate jobs by building mid level corporate housing? ??? How messed in the head are we here? We need Factories, factories want the people we have here. Hard working poor, and homeless people. Build housing for them and the factories I can. Live in severe poverty myself so I cant donate much. But I toss a burger or sandwich to those I know who appreciate it. Not against giving cash even if they honestly tell me its for a drink. But you need to work on getting these people to be responsible, and be a bit closer to a held accountable for solution than it is their actions. Its time to revamp the system all together.</p>	<p>Same as the above. You let developers build the 2,000 a month korts resort. But wont give a hand to someone to remodel, or build affordable safe, low income housing. Along with everything said in previous response.</p>	<p>The city is not doing a good job of overseeing rentals. There are way too many</p>
Approved	2015-05-24 11:02:25:20	13954 104.159.164.39	<p>Its a good one but not always the best. Need to focus on bringing manufacturing jobs But bring higher paying jobs to low income residents. They are more febrny family and always offer room to grow/ paid training, and some even offer transportation assistance.</p>	<p>Get them the training needed. Lot of construction jobs require a drivers license. Create programs to help them get the prerequisites while working with local trade companies to offer some training so once they have the requists, they have a foot in the door to a living wage job.</p>	<p>Drivers training, paying less to join and attend union trades training.</p>	<p>Transportation, keeping the chicago, and detroit gang bangers back where they came from. They come for all the freshies they got 24 hours after setting up another dope house. Never work a day but for my family of 4 to make 125 and hour 40 hours a week but then 200 per week goes to child support for previous marriage, and and a wage garnishment. We are constantly behind on our rent and cannot get any assistance. Sed knowing if i quit my job, id get free food, free healthcare, free housing, and can sell drugs to kids to supplement my benefits. The ones that do work get 50\$ in snap, the able bodied dope pusher gets 3-700\$ per month. You should offer to help a little and increase as they start working. Goves them incentive to work. Where giving them everything to survive right away gives them incentive to freeload and hook people on poison.</p>	<p>Welfare fraud prevention. Increasing the amount of time before you are eligible for benefits. Removing the "quot;FREE HOUSING, HEALTH CARE AND FOOD STAMPS IN DULUTH MI. BRING GUNS, AND DRUGS FOR IMMEDIATE ASSISTANCE" Billboards from illinois and michigan and keep fir drugs and increased violence where it started. Never had as many shootings till that floodgate opened.</p>	<p>Homeless and stabilization. Has been terribly mismanaged. Steve Oniel is would be ashamed of his namesake. I am all for helping the homeless. I do what I can. Live in severe poverty myself so I cant donate much. But I toss a burger or sandwich to those I know who appreciate it. Not against giving cash even if they honestly tell me its for a drink. But you need to work on getting these people to be responsible, and be a bit closer to a held accountable for solution than it is their actions. Its time to revamp the system all together.</p>	<p>Same as the above. You let developers build the 2,000 a month korts resort. But wont give a hand to someone to remodel, or build affordable safe, low income housing. Along with everything said in previous response.</p>	<p>The city is not doing a good job of overseeing rentals. There are way too many</p>

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## Survey response 2

Approved	2015-05-21T16:35:41	13954 64.61.231.120	It is not enough without increased average wages and other big picture changes in the job market. Duluth has a highly educated population with a low average income, so the problem is not just training.	Work more closely with building trades to develop apprenticeships, require that all projects with city investment hire a certain percentage of people of color, women and other groups that are historically low-income. It will be tough but it will force changes.	It would be nice to see a nonprofit building company specifically for training, with the support and blessing of labor.	Improved public transportation to the periphery of Duluth where new job development is happening - ARB and Citrus in particular. Childcare is always a huge barrier.	Yes.	This is a frustrating question. We clearly don't get enough federal dollars to meet needs. The first thing to consider is to have the city fully fund Community Development and not skim CDBG money to pay for stuff. That would open up a lot of resources. Next we just need to get creative. CDBG projects should be looking for local funding sources as well.	Costs of maintenance and repairs -- it would be nice to have more funds available to improve properties considering low-income people usually purchase older housing stock.	slumlords getting away with things they shouldn't be able to do, and charging an arm and a leg for rent because people are desperate. Building inspection needs to get aggressive, and rent control is a reasonable thing to consider. It should also be illegal to discriminate against people based on their source of income (for example, section 8 housing vouchers). We need more investment in permanent supportive housing for singles, but good policy is just as important as money.
Approved	2015-05-21T13:35:47	13954 208.123.39.192	No, small company jobs are good and required in a quality economic plan but without the higher paying jobs in larger corporations and manufacturers people will have little room to advance and will end up stuck in low paying jobs.	Education. And stop government handout programs. "Not Feed The Bears"; they will become dependent on it...same goes for people.	These type of programs are designed by people that need to feel good about themselves "look what I did for the poor person"; rather than actually helping the person lift themselves up.	We need LESS handout programs.	none come to mind	N/A	Building low-income housing is NOT the answer creating jobs so that the need for low-income is not as necessary.	The actual need for it, 2015 people get people to work stop giving so much and start expecting more effort to self-sufficient living.
Approved	2015-05-21T09:50:55	13954 24.158.19.234	Yes, the program is individualized and successful at helping low income people overcome barriers	Transportation and driver's licenses are required for these positions- that is a barrier for many low income people. Providing support like books and clothes would also be helpful	On the job training would benefit both employers and employees	Actually cooperation between ARB and Duluth transit could be helpful to bring folks to work at Citrus or ARB	Minimal funding is required	Can we talk about increasing programs and not swapping new for old, please.	Many of the affordable homes in Duluth are old and in need of repair. Some help with addressing repairs of existing housing would help	Never rented in Duluth so don't feel like I can contribute to this discussion
Approved	2015-05-20T19:34:58	13954 208.91.47.151	It is one good way	partner with the local colleges - the welding program at LSC has been very good for low income residents - expand programming to other fields.	housing for felons, expanded transportation services - bus line does not support low income families - for instance, how does a low income family sign up for soccer and transport their child(ren) to practices and games? These types of activities provide natural opportunities for families to participate in prosocial activities.	Yes. All.	Not sure what food programs are receiving CDBG funds, or who they are directed toward. Food support may be available through other resources in the area.	Housing for felons and drug offenders. Supportive housing for families and aging-out youth. Building inspections for low-income housing with requirements for timely repairs.	Require UMD to build more dorms and a parking lot. Same with LSC to move some students out of the neighborhood housing market and make room for low-income families.	
Approved	2015-05-20T18:35:06	13954 97.127.205.164	Yes. This program sounds like it provides the tools to teach progress.	Provide venues of free vocational education, because they don't have the funds.	I don't know...sounds like a good idea.	The only ones I can address are job training, youth development and crime prevention. I don't know what the other issues are as they don't involve me.	Job training and youth development are critical.	Homeless services and stabilization; only because food and medical services lead.	N/A to me so I don't know.	N/A to me so I don't know.
Approved	2015-05-20T18:06:01	13954 75.134.137.75	I believe so. Handing people money for nothing doesn't seem to work. These programs are incentive to	Education is key.	Soar Career Solutions offers education at Lake Superior College that leads to jobs.	Mental Health Care, Housing	No	Homes sitting empty that need repair. Crime in areas with housing and access to	Too many people coming here from other states to deal drugs while on assistance. Security buildings	

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## Survey response 3



Approved	2015-05-2011:3:10:40	13954 67.7.255.75	I'm not sure	Let people know about earnings and opportunities to be trained	Job training, crime prevention.	Same as above.	Homeless services seems to take up an awful lot.	Help people with down payment	apartments moving here. We just are homeowners. We can't be a town full of apartment buildings.
			Financial independence takes more than soft skill training. Employing is empowering. The Chamber has a program College Connection. It understands the importance of networks of business and prospective employees. What is we were to boost that program. The Chamber is known for supporting business and the Duluth at Work program doesn't have the connection to employers. The necessary ingredient for providing financial independence.	Trades need new or remodeling construction. Combine the need to improve our aging housing with opportunities to learn a trade. Make it part of the program! Training for anyone who wants to work but doesn't have the talent yet to do the work.	Partner with NorthForce. They are respected by employers for providing talent. Find the success stories and see what it took them to get to their level of skill. Find a way to get the colleges to provide the training with a direct link to NorthForce and employers. Our young people will stay and go to school here if they can see a career path. Start connecting the programs directly to the resources that provide jobs.	Child care is another great example of providing economic security, but the costs need to be minimized for families who work. Would child care be less expensive if we were able to renovate a local vacant building? Start creating a multiplier effect. Solve multiple issues with one program. What hurts us is small amounts of money can never do as much as large chunks that solve more than one issue. Create a Success path.	Loan assistance for transportation or improved bus service.	homeless is a direct result of lack of economic options. Jobs are so many of the problems facing people. It is truly the one thing that if focused on will reap the best results. So many programs do not offer assistance to employers for the new wage changes and it will drive business away at a time we need them to stay. Supplement wages with a required training program and you have the secret sauce for making business successful and giving them the jump start to make it as a business. Small loans used to cover wages that an employer can pay back helps to generate funds back into the system for future use. Maybe a one year line of credit?	Rental vouchers. What would happen if we were able to give people one month off their rent? Or covered the security deposit? What expectations could you set that are reasonable? What if you offered assistance to anyone who has went from unemployed to employed and maintained employment for 6 months? Could there be a reward system? Incentives toward a better life. It could be amazing to see people striving toward a goal rather than finding ways to continue live on the system.
Approved	2015-05-2011:0:46:34	13954 104.159.164.234	No, too much government intrusion already - UMD CED does this. It's one way, but not the best way. The Duluth At Work program provides very long term employment support to a relatively small number of individuals. Due to benchmark reimbursement, income due to an it is better suited abundance of more qualified individuals. Subsidized employment and/or apprenticeships would help. Shorter term support to more individuals with higher barriers would be a better use of CDBG funds.	lower welfare support so people are motivated to work.	I do not know.	no. Duplication of efforts without ever having to provide proof of good results.	no	Duplication of the same services offered by other agencies.	
Submitted	2015-05-2011:0:25:58	13954 96.33.227.142	With very low income and/or chronically homeless, it's not only or even mostly about job skills training, apprenticeships, etc. Housing first, mental health and substance abuse services second, then job skills training. Assistance with college tuition at LSC would also be a big help. There should be at least one program providing day labor opportunities for individuals in need of immediate access to income.	CDRG funding should target the most basic services (shelter, housing, food, clothing, crisis mental health services). Most of the other services especially crisis mental health that listed are available as entitlements, which could be accessed by someone in need if that individual were sufficiently stabilized and paired with case management services.	Access to mental health services is really important, making that the priority. Otherwise, I wouldn't sacrifice basic services (food, transportation, or childcare or other prevention services).	If access to health services does not focus primarily on mental health services, I'd suggest making that the priority. Otherwise, I wouldn't sacrifice basic services (food, transportation, or childcare or other prevention services).	Not sure.	Lack of supportive housing for singles, particularly male youth of color (racism is a major barrier to housing).	
	2015-05-		The City needs to support, encourage, and nurture the Union	Union	Needed: WPA...we need community-based projects that support low		LESS of a priority: the least priority would certainly be access to health services. If folks can achieve stable/decent	The physical structure of many/most homes in Duluth is very old, and it is difficult to keep old "bones" functional. New housing needs to be developed to support not only low income folks,	Simple: increase options for

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## Survey response 5

Approved	197119:01:45	13954 104.159.183.207	organization of unions/organized labor in the workplace.	apprenticeships?	???	income FAMILIES while improving the quality of life in Duluth.	Yes...?	employment, then they will be able to access needed health services through their employer's insurance.	but middle class families as well. Reducing the pressure on "low-income" housing by increasing the availability of middle income housing will create a market of renovation.	housing is low and medium income markets.
Approved	2015-05-19T14:29:06	13954 24.158.19.234	yes	continue to fund/partner with non-profits	Soar	Job training	People need good jobs to survive.	I would not get rid of any current funding, but maybe get job training monies out of homeless services/stabilization	If market rate housing can increase, then that will free up more housing for lower income.	Need more facilities willing to do case by case rentals to address those with felonies.
Approved	2015-05-19T09:13:18	13954 24.158.19.234	Yes. I believe in the hard work of our non-profits and think that they have a good grasp on how to best serve our citizens. I also love supporting small business owners in Duluth and think we do a pretty good job at it.	Offer trainings, like those through SOAR, Career Solutions and spark individuals interest with marketing.		I think that it says a lot that our top three areas are basic needs. Why are there Duluth citizens who have to fight to survive everyday. If we are constantly using city dollars to fight homelessness why can't we do it in a more productive way. We need to learn to listen to the experts on issues and seriously take their advice. We also need to start listening to those directly affected by homelessness. I believe all these issues are intertwined and we need to tackle them all at once. All Duluthians deserve to have their basic needs met.		How can you say that any of these are less of a priority?	I have been a renter in Duluth for the past 6 years and I have noticed two major issues. The landlords in this town take advantage of tenants and need to be more closely watched. They are writing whatever they want into leases and charging ridiculous prices. Also, there is a lack of affordable and safe housing. Rentals are either ridiculously priced and nice or disgusting, old ad rundown but affordable.	
Approved	2015-05-18T17:07:17	13954 104.159.170.75	Yes it sounds like a good program.	They need to learn the different trades. Educate them.		Housing in this area is a big problem so I think we need more supportive housing complexes. In the supportive housing programs you can provide childcare, transportation assistance, youth development, life skills, etc.	Yes they all are activities that should receive funding.	all of the things listed are necessities. They are all equally important with housing and food the top two unless they have a serious medical condition.	I think there should be more "rent to own" programs because it's almost impossible in most cases for a low income person to afford to buy and maintain a house. Maybe a different program to help homeowners fix up their house also.	some of the cheaper places for rent have "skunk lord" landlords as many low income people who do not qualify for public assistance have to live in undesirable living conditions with mold, leaky roofs, bad windows as some examples.
Approved	2015-05-18T16:19:00	13954 199.21.242.134	yes, I think it addresses important barriers to support low income people get work.	Training opportunities with multiple schedules for those who need to arrange childcare, etc.	Project Soar	housing workers, helping people getting housed, filling out applications, etc	yes	health services	prior felonies are big barriers, as well as eviction history, as well as single adults being very difficult to house	
			I think it is imperative that we assist people to become self-sufficient and hopefully reduce or eliminate the need for public assistance. We work with adults with disabilities to achieve that very thing and I would like to suggest that the population and	It's all about relationship building between the trades and the workforce center, C&D, vocational service providers for people with disabilities, etc. The needs on both ends are there, wanting and needing more personnel to work, as well as, needing employees.	I think there needs to be more financial backing for support services for people looking for work. For instance in the form of a job coach or mentor. The future for our industry is to help more people with disabilities find competitive jobs, but that will take more personnel to provide the support that will be needed.	In our industry it is job training. With the Olmstead Legislation and the soon to be MN Olmstead Plan, the drive is more people with disabilities working competitively in the community. Job support takes people power and people power takes	Both of the items listed above are services that Udoc provides and both are costly. Yes, with the Governor's State	All of the above are critical basic needs. It is very difficult to pick, but if I had to i would pick health care services with	To me rent (especially)and mortgages are very high and with wages being on the lower end of the spectrum, it makes it difficult to afford a home or apartment.	

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## Survey response 6

2015-05-18T11:36:05 Approved 13954 97.112.111.253

related service providers be included in this mix. People with disabilities tend to be segregated out, when in reality inclusion is one of the very things we are trying to facilitate in the DuQuith and surrounding area; as well as throughout the state and US.

I would also like to add that there is a shortage of qualified staff to work in direct support in the human services industry, such as day programming and residential services for people with disabilities. It is the beginning of a possible serious problem.

I have heard from others who work with people who have family systems where there has been generational unemployment and the fact that there are job coaches needed with people who have this history as well. It all comes down to providing opportunities to explore, take risks and grow. That will take support.

financial support. I also know that MINDOT and the Department of Human Services is working on a collaboration that is focusing on transportation challenges. Maybe CDBG can participate in the collaboration. Transportation is a huge barrier for many to get to

budget continuing to not include us in any increase, it could very well be an area we would ask for CDBG funding, if the opportunity was there.

the goal in mind that other entities pharmaceutical companies would provide the financial support for basic health care needs.

Minimum wage is going up, but at the same time it makes it difficult for employers who will either charge more for their services, discontinue services and/or lay people off. It's a vicious circle.

See above.

2015-05-18T13:09:43 Approved 13954 216.70.11.254

Yes, I think that transportation is another facet of this issue that could be addressed further, though.

Transportation and daycare services are the top issues that I have seen stand in the way of people being able to accept jobs within the building trades.

Transportation and childcare

Yes.

I think it is difficult to make a determination on what other services should receive less funding without knowing further details of where that funding is being spent, but I would say offhand that access to health services could be less funded, as if people have the transportation and childcare to obtain gainful employment, they often will be offered health services as a portion of their total compensation package at their employer and therefore gain all of these aspects of healthy living.

Knowing what steps it takes to get approved for a home loan and how to work toward that goal as a hard working family.

Space of unit, building condition, transportation to work/school/etc. from building location. Crime rates in the neighborhoods where affordable housing is located.

2015-05-18T08:48:47 Approved 13954 156.99.160.250

Working with small groups like DuQuith at Work to really help people is worth a few cuts to programs with less return on investment.

Force the trades to be more open. Why aren't there more people of color on projects with significant public investment, like the Maurice's tower.

Yes, more apprenticeship programs would be good.

More for job training and transportation assistance.

More combined services like DuQuith At Work

I think some of the youth programs are high cost for the benefit and could be reduced.

We need to stop concentrating low income projects downtown and just Microhousing for above it. Support projects with a full range of incomes.

We need to find models that allow smaller units, Microhousing for multiple income types would be really helpful.

2015-05-16T09:16:32 Approved 13954 75.134.128.125

We need more programs to introduce youth to the idea of working for pay

People do not believe the opportunities exist and when hired, especially people of color, are treated poorly by co-workers. Equity; you only got hired because of your color. A quote,

Mentoring 1-1 might be helpful.

This might sound crazy but one thing I see is that kids do not have clean clothes. Laundry is expensive and if you don't have a car, how do you get to the laundromat? Kids going to school with dirty clothes are ostracized and I don't know. made fun of. I have no answer for this. Transportation might help. Maybe a church could do a laundry bus that would pick people up and take them and their clothes to the laundromat?

Some of these programs have been funded forever, but I don't know which would be a lesser priority.

I am a landlord and live in the Hillside. I think more should be done to increase the number of Section 8 vouchers. Reduce the waiting list from 2 years and see what an influx of vouchers will do to the market.

New affordable housing should NOT be further concentrated in the Hillside. Because people of color are over-represented in poverty, it is creating segregation and with increased police protection in low income neighborhoods, the pipeline to prison for youth of color. Read Michelle Alexander's book.

Own your own home is no longer the American dream. We need to accept this and begin to see not put landlords into categories of tenants as part of the solution. We

Invite landlords to the table. They are creative, caring, and hardworking. Do not put landlords into categories of "good" and "bad" and

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## Survey response 7

Approved	2015-05-16 07:23:10	13954 107.77.87.87							can subsidize bug landlords or encourage grass roots type landlords. Both is probably best. Encourage a program where there are duplexes that people can invest in. Start a program where current landlords can restore a blight house.	August had a quote: We need all landlords because we have a wide range of renters. Duluth has a standard for license and it is enforced. Ask landlords for help to maximize the enforcement. Education is key. There are lots of win/win solutions.
Approved	2015-05-15 17:23:20	13954 104.159.165.4	no. stop giving money to non-profits and give grants for LSC for training money for better spent	see #1	a relationship between the trades and LSC would make sense.	we have way too many low pay jobs here.	Living wage would alleviate most the issues.	in the current conditions, they are all a priority	lack of living wage jobs.	lack of living wage jobs. everything else is just a feel-good bandaid.
Approved	2015-05-15 15:30:21	13954 209.23.164.33	NO	cut the welfare check and send them back to Chicago	They have to want to work				Lower taxes	Get the city out of the way and let people build
Approved	2015-05-15 11:53:06	13954 24.150.19.234	Yes. One to one focus on solving barriers, and long term retention support helps people get out and stay out of poverty.	Help with drivers license training and funding. The trades will not hire anyone with out a valid drivers license.	Job placement and career exploration.	Increased public transportation routes to high density employers near airport and airport.	Employment seems to be missing from your list. Helping people get to work will reduce the need for food, clothing, and shelter monies.	Homeless services.	Developers purchasing the targeted sized homes and turning them into college rentals reduces the number available for families, therefore increasing the demand for larger apartment units. Perhaps pushing the college kids into the apartments and allowing the families to own homes would alleviate the bottleneck.	Income to pay market rent.
Approved	2015-05-15 14:36:55	13954 67.7.252.54	Assure there are open and inclusive hiring practices. Assure that the wages are adequate and fair with paid leave compensation and benefits.	Assist them in obtaining driving licenses, arrange for on-the job training and apprenticeships, set up job clubs to provide support and assistance in overcoming barriers.	SOAR may have models	Head Start transportation funds; emergency van service for people to access medical and services appointments; summer parks and recreation programs for youth and children; assistance for low income people to get driving licenses; job training for youth	Yes - all of them	Not sure - lobby for more funds or supplement federal funds with funds from other sources.	Make foreclosed housing available to families and landlords	Rent control laws would prevent unreasonable rent increases; expand Section 8 housing stock with incentives for landlords.
Approved	2015-05-15 12:32:42	13954 66.173.72.202	yes, because it is good for people who live here to have jobs and pay taxes.	Help them become stable, assist with getting them housing, and the supports needed in order to concentrate on school and work. I would like to see some apprenticeship programs for people who's reading and educational skills are below par.	I love what SOAR is doing with the carpentry trades, holding classes specific to women!	Transportation assistance to get people to and from work is a huge need. We are still in need of more affordable housing for people living in poverty. The rents continue to be high for people working minimum wage jobs. And the rents are kept high by college students. Perhaps more affordable housing & more student housing would alleviate some of the problem.	I think developers building affordable housing services should also be working with an agency like CHRM to provide programing for those living there. We need to be careful to provide housing without supports. Also, I don't know much about this, but can't student housing be self sustaining so that tax dollars are not spent on them?	These programs are very important and prevent people from sleeping on the streets and provides food for children whose brains do not need to work toward home ownership. We must spend our money where it will prevent the most damage and stability and food are very important. This is most true for people with mental health issues and children.	I saw a stat recently about the number of people who rent in Duluth. I was shocked... we have homes. Not all bunched in the same neighborhood. There is also a great need for housing for those who are the most difficult to house. People who need a place to sleep and leave their things but will never function in the mainstream.	
			This is a great way to	Training integrated			Some crime prevention is achieved by offering		Many affordable rentals are in poor repair. Landlord owned homes are often in terrible condition with	

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## Survey response 8

Approved	2015-05-15T11:31:02	13954 209.240.247.219	encourage self-sufficiency among those who lack the resources to get training on their own.	with high school education - show kids that their school is relevant and give them some hands on experience.	There are other services, but scattering funding too broadly will not allow for any real impact.	people support in their basic needs. As far as other services, I'll reiterate that scattering too broadly leads to difficulty in having an impact in any one area.	All of these should continue to be prioritized.	uneducated and low income renters finding little recourse. Landlords who don't take care of their properties need to start to see actual consequences.
Approved	2015-05-15T11:48:41	13954 216.251.161.30	No. most small businesses fail, especially in Duluth	Can't, they have to be the ones willing to put the work into it.	No. housing is the biggest issue	Childcare assistance. It is way to expensive for Duluth's median income levels	Health services, obamacare allows all to get coverage so why should more money go into that	High taxes and too many fees. A two person working family should be able to afford a moderately priced home but not in Duluth. Taxes and fees are ridiculous for what incomes are in this town.
Approved	2015-05-15T10:31:36	13954 64.61.231.120	Absolutely not. It does not address systemic barriers (discrimination, criminal backgrounds, lack of education, generational poverty, lack of affordable housing, lack of childcare, difficulty finding affordable health care) that prevent people from truly breaking out of poverty.	Expand apprenticeship programs with the building trade unions and specifically recruit people of color and low income people. This will need to be a partnership between trade unions, community activists and service providers (to identify participants) and the city (to fund or assist in finding funding the expanded programs).	Above. Additionally, or co-op on-the-job training programs.	Childcare and transportation.	Perhaps, but CDBG dollars are down in real terms from a decade ago. There is not enough money. We need to develop other sources of funding.	Capital. More investment in land trust and similar models to assist first-time, low-income homeowners.
Approved	2015-05-15T09:59:16	13954 66.173.108.250	Look into creative employment options. Lower the cost of housing. Provide more affordable housing and programs to assist with home ownership. Lower the cost of market rate housing.	Be flexible with accommodations.	Look into creative employment options. Lower the cost of housing. Provide more affordable housing and programs to assist with home ownership. Lower the cost of market rate housing.	Look into creative employment options. Lower the cost of housing. Provide more affordable housing and programs to assist with home ownership. Lower the cost of market rate housing.	Look into creative employment options. Lower the cost of housing. Provide more affordable housing and programs to assist with home ownership. Lower the cost of market rate housing.	Look into creative employment options. Lower the cost of housing. Provide more affordable housing and programs to assist with home ownership. Lower the cost of market rate housing.

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## Survey response 9



<p>First, I just want to say that calling people "low income" people is disrespectful and offensive to people who live in poverty. I suggest changing your language to a people first approach and say "people who live in poverty". Many people who live in poverty already have jobs, sometimes, 2-4 part-time jobs that pay low wages. If Duluth businesses and organizations paid higher, livable wages, people would not be so impoverished. Your language and approach suggests that "low income people" don't work, which isn't true. People live in poverty due to Duluth having so many low paying jobs. Perhaps a better use of this money would be to work with businesses and organizations and educate them around the benefits of paying livable wages. USD #709 is short-staffed everyday by about 50 people or so; they pay subs \$8-\$9 an hour, and then wonder why they are short-staffed. If they paid livable wages, 50 more people in Duluth would be working within the schools each day. People can't pay the high rental rates in Duluth on \$8 or \$9 an hour or buy good healthy foods on \$8 or \$9 an hour. It's time to stop looking at this issue as "low income people"; as</p>	<p>Working with high schools and DECCA programs to get students involved in apprenticeships or internships would help give students the skills they need as they approach their legal working age. Paid internships would encourage others to take on apprenticeships or internships... no one can really afford to work for free, yet so many businesses and organizations ask people to do that and then maybe they will give them a job. People who need money today to take care of their families are not going to take on those opportunities unless they are paid.</p>	<p>providing food for people isn't the best approach... creating public spaces where people can grow their own food is better, public orchards are another way to add food options to communities. Lincoln Park Needs a grocery store. NEP makes mothers work when their babies are little, but more and more daycare providers are not accepting infants due to stricter rules and regulations. A program that would pay mothers to stay home with their babies would be one of the most wonderful things that Duluth could do for families. Forcing women to work when they have small babies is terrible policy. It is crucial for mothers to be with their babies at that time to form healthy bonds and attachments that will later develop into healthy community members. A drop-in childcare center would also be a good addition to Duluth. St. Louis County has a youth leadership program on the range called Iron Range Youth in Action, it would be great to have a similar program here in Duluth. If people make higher wages, crime rates will go down. Most people steal, sell drugs, etc. because they are desperate. If we take the desperate out of people's lives, they most likely would stop committing crimes.</p>	<p>Duluth businesses and organizations need to start paying employees and contractors a livable wage and then everything else will fall into place. Duluth could also start rehabilitating houses and/or demolishing condemned homes and building new spaces to grow food on the lots. The yearly fee to rent homes in Duluth is considered high and if it was lowered, property owners may charge less for rent or consider renting out spaces to people.</p>
<p>Approved 2015-05-15T09:46:48 13954 67.7.192.184</p>	<p>yes</p>	<p>non of the issues mentioned above have been solved and are still problems in Duluth. With the affordable care act, more people have health insurance, so that is good, but if people are afraid to go to the doctor because of cultural differences or issues around sexual orientation, we still have problems accessing health care because people don't feel safe around health care providers.</p>	<p>the matched savings FARM program is amazing in helping people buy homes. Many people who live in poverty have credit that isn't good due to the conditions of living in poverty and getting home loans is tough, also housing, or with such low wages in Duluth, banks recognize people couldn't afford the loan anyway. If we want more home ownership, then we need higher wages in Duluth.</p>

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## Survey response 10

Approved	2015-05-15T09:27:16	13954 208.25.8.221	the problem and start looking at Duluth's low wages and high housing rental rates as the problem. national data indicates small businesses are the number one source of new jobs in our community. Providing technical assistance programming to small business owners is a catalyst enabling them to move from a survivalist approach to a proactive growing approach to their business.	Skills training for the people and diversity training for the owners.	It sure works in other counties and in particular trade sectors in our country.	A difficult trade-off. However, if we can stabilize our youth as they transition into adulthood with programs like apprenticeship and life skills, it seems to beg the same rational used with early childhood education. Get to people before they slip through the cracks.	It's difficult to say not knowing what alternative sources might be?	Does MN Care create any room in health care?	Typically, with high demand and a supply issue, the market should take care of itself. However, for some reason the costs of demand. We need building in Duluth create opportunity costs making other communities more attractive for developers. We figure out what the gap is.	
Approved	2015-05-15T07:25:42	13954 67.3.13.87	I am not sure there is a 'best way' but this is a good way.	work with USD 709 to restate their classes in automotive and carpentry and welding and so forth.	work with LSC	more help to families with kids who are homeless - to keep them in the same school throughout their transitioning period		all are vital and none should be minimized	the city's definition of 'affordable' and 'market rate' is a joke. All they talk about is attracting 'young professionals' and building for them. somehow, the city MUST incentivize the developers to build truly affordable, rent-controlled housing that is truly affordable. I work full time and would have a hard time paying the rents that are around here.	the city of duluth is the problem. this administration has its focus in the wrong place.
Approved	2015-05-15T05:00:54	13954 67.7.254.247	It is a good way	not sure	not sure	More food programs that give healthy food. Too many give too much bread and noodles not any protein and visits are limited	Fare for all food program in the cities is a good program for more protein	not sure	High deposits, not allowing pets is a big problem in Duluth in rental housing.	Landlords responding to tenant issues and we need an office to help with that
Approved	2015-05-14T16:53:56	13954 199.21.243.4							Building more will help drive pricing down, supply and demand.	We do need to build more multifamily housing ASAP.
Approved	2015-05-14T15:21:50	13954 199.21.241.113	Yes it gives people access to what training, education, etc. we need to earn more and have stable income.	stop discrimination in hiring. As a person of color, I think that the building trades mostly hire white people for all but the most menial jobs.	Not that I know of, but there should be.	Job training and employment advocacy is needed. It could come from the Homeless funds. There would be less homelessness if people had access to jobs that pay a living wage.	yes	see question 2.1	Availability of affordable/decent homes to purchase. Here education programs that actually rehab homes so that more decent housing becomes available	Availability of decent affordable housing that is located near groceries and public transportation. See 2.1 but with a focus on multi unit dwellings.
Approved	2015-05-13T15:38:26	13954 172.17.40.16	test1			test1			test1	
Approved	2015-05-12T14:53:02	13954 216.251.161.30	Yes and no-it depends upon awareness and participation from the rest of the community	Work as job agencies to find them positions, protect them from homelessness to sustain energy	Common sense	I don't know	I don't know	I don't know	I don't know	Proper housing- better, healthier, safer
Approved	2015-05-12T14:42:49	13954 50.241.47.122	Yes involvement of community partnerships is key.	By networking with other organizations that have low income employment programs and by referring to	SOAR	transportation assistance	That would depend on the community prioritization of needs.	None of them are. All of these supports are needed by a low income person in crisis. It is up to the community to	Working with people with poor credit.	More felon friendly housing.

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## Survey response 11

				programs such as SOAR for its training program.				resolve these difficult decisions and funding priorities.		by having the landlords to be able to be checked up on how they are taking care of their properties. Also by not being bribe about who rents from them. Also back ground checks should be free and people shouldnt be charged to have one taken. Their are too many slum lords that don't take care of their properties and making sure that they dont allow people that are trouble makers in their buildings.
Approved	2015-05- 12T14:03:04	13954 216.251.161.30	yes this is a great idea for people that don't know about other options.	make sure to put out advertsing in the areas where people go that are low income.	i am not sure about that.	yeah i would say for crime prevention would be helpful and also cracking down on the drug problem by having drug screening.	not that i can think of.	i think they are all extremely important.	being able to find a safe place to live that would be affordable.	test2
Approved	2015-05- 12T13:39:16	13954 172.17.40.16								test2
Approved	2015-05- 12T13:38:42	13954 172.17.40.16							test	

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## Survey response 12

### 5. Summary of public comments

This could be a brief narrative summary or reference an attached document from the Citizen Participation section of the Con Plan.

The citizen participation process is outlined in the 2014 Citizen Participation Plan and was integral in goal-setting and developing strategies in the plan. The City used a combination of public hearing, newspaper outreach, and surveys (both online and in person) to identify needs in Duluth.

The Citizen Participation Plan lists out the public process that the Community Development Division utilizes throughout the year and uses in developing the Action Plan. The plan includes the process for the development of the Consolidated Plan and the Action Plan. The Citizen Participation Plan can be found online at: <http://www.duluthmn.gov/community-development/>

The process starts with an analysis of the housing market to determine the affordable housing gaps and a community needs assessment. Then the Community Development Division holds a community

development and housing needs public hearing, which states the process to develop the Plan and address the general needs of the community that could be addressed with HUD program funds. The purpose of this hearing is to review housing market data to determine housing needs and to analyze other survey data to define community development needs. The CD Division meets with various concerned groups and agencies that deal with community needs, after which a draft Plan priorities and strategies is developed. This is then followed by a summary advertisement in the local newspaper and news release that copies are available for inspection at the local library, as well as the offices of the CD Division in City Hall and on-line on the City's website. All who are interested may obtain copies, at no cost, of the draft Plan during the 30-day public comment period. A summary of any comments, written or oral, received during the 30-day comment period, along with the City response to the same, will be attached to and become part of the "final" Consolidated Plan. An additional Public Hearing is held by the CD Committee or the City Council after the 30-day comment period and prior to the City Council formally approving the Plan and forwarding it to HUD for review and approval.

In addition to this process the Community Development Division conducted a survey for the Consolidated Plan, which is used for the Action Plan. The survey was available both online and in-person to reach more citizens in Duluth. The online survey was advertised on local television news stations, social media, and through word-of-mouth and could be filled out at home, at area branch libraries, program provided public computers, or on smartphones. The survey was also made available at several local food shelves and soup kitchens and at neighborhood events to gain further comments, which assisted in getting to neighborhoods and programs that serve a proportionally high percentage of low income individuals and persons of color.

## **6. Summary of comments or views not accepted and the reasons for not accepting them**

All comments were accepted.

## **7. Summary**

The 30-day public comment period will begin on Friday, October 30 2015 and will end on Monday, December 1 2015. The comments received during this time and the minutes from the Public Hearing on December 1 are attached.

## PR-05 Lead & Responsible Agencies – 91.200(b)

### 1. Agency/entity responsible for preparing/administering the Consolidated Plan

Describe the agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
CDBG Administrator	DULUTH	Community Development Division
HOME Administrator	DULUTH	Community Development Division
ESG Administrator	DULUTH	Community Development Division

Table 1 – Responsible Agencies

**Narrative (optional)**

### Consolidated Plan Public Contact Information

## **AP-10 Consultation – 91.100, 91.200(b), 91.215(I)**

### **1. Introduction**

The City of Duluth is dedicated to developing a Action Plan that is effective in meeting the needs of low income & moderate income people within the city.

An advisory group of citizens assists with reviewing community development strategies by providing direct citizen input into the planning and prioritization process. That group is the Community Development Committee (CD Committee). The CD Committee is made up of nine communitywide representatives. The CD Committee is advisory to the City Administration and the City Council.

The participation process for the Community Development Program is detailed in the City of Duluth Citizen Participation Plan, January 2014 publication. In general terms, the process consists of two tiers. The CD Committee helps to provide community perspectives on the Community Development Program and oversee the funding process. Secondly, the city uses a public hearing, community needs survey, and online forums to hear from the public and agencies that provide services in Duluth's CDBG Target Areas and represent neighborhood perspectives.

The Community Development Division, as the lead entity, strives to involve many partners in addressing community development needs and issues. There are many other participants involved with housing and community development issues and programs in Duluth. As the lead agency, the Division strives to achieve close cooperation among these other entities.

### **Provide a concise summary of the jurisdiction's activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(I))**

The Community Development Division works closely with the Housing and Redevelopment Authority of Duluth (Duluth HRA) which is the local public housing administrator for Duluth. The city, along with the Duluth HRA, One Roof Community Housing, Ecolibrium3, and the Arrowhead Economic Opportunity Agency all collaborated together to form the Housing Resource Connection, which is a place for Duluth residents to locate and apply for a variety of housing resources and assistance. Since forming the Housing Resource Connection, the agencies have worked to coordinate a single application that allows potential participants to make one application, and then find what programs best suit their needs. The City participates in a group called the Affordable Housing Coalition, which is made up of numerous agencies in Duluth that provide housing and homelessness services and programs to those in need. This group meets regularly to discuss issues and gaps in service, as well as, works to develop strategies to assist those in need of housing assistance.

**Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness.**

The City of Duluth, in collaboration with St. Louis County, has adopted a ten-year plan to address homelessness. The ten-year plan contains new strategies for ending homelessness, particularly for people who are chronically homeless. The City is a partner in the implementation process for the plan and has representation on the implementation committee. This committee includes members from the public, nonprofit and private sectors. Further definition is needed for better coordination with resources to meet the needs of persons who are homeless or at risk of becoming homeless to address shortages in the operation of units within the Continuum of Care inventory. City has been leading discussions with service providers and the Continuum of Care to define what stabilization after homelessness means, and to create a common goal for all providers.

**Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards for and evaluate outcomes of projects and activities assisted by ESG funds, and develop funding, policies and procedures for the operation and administration of HMIS**

**determining how to allocate ESG funds, develop performance standards and evaluate outcomes, and develop funding, policies and procedures for the administration of HMIS**

The City of Duluth has worked closely with the St. Louis Continuum of Care (CoC) in developing an ESG manual and guidebook with the City's policies. Specific protocols have been determined for prioritizing services to eligible households. As part of the CoC several committees have been developed that have representation from the City, County, service providers, and clients. These committees and their duties are as follows.

Heading Home St. Louis County Leadership Council- Establishes annual targets through strategic planning, decides final funding and reallocation, review and ranks projects, and monitors program performances.

Data/HMIS Committee- Regularly review system level data and identify additional internal and external data sources. Oversees and monitors HMIS data collection and data quality and resolve any issues between provider (s) and Data Collection.

Performance Evaluation Committee – Reviews the annual Point in Time Count and makes recommendations to the leadership council.

10 year plan committee – Identify strategies not yet in place, revisit and update the objective achievements and plan of action.

Other ad-hoc workgroups have been created to address Coordinated Access, communication of priorities, and prevention targeting.

**2. Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdiction’s consultations with housing, social service agencies and other entities**



**Table 2 – Agencies, groups, organizations who participated**

1	<b>Agency/Group/Organization</b>	HRA
	<b>Agency/Group/Organization Type</b>	Housing PHA Services - Housing
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Public Housing Needs Lead-based Paint Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The City of Duluth and the Housing and Redevelopment Authority of Duluth (HRA) have an ongoing working relationship, and HRA was consulted throughout the Consolidated Plan process to take into account housing needs and strategies.
2	<b>Agency/Group/Organization</b>	Duluth Affordable Housing Coalition
	<b>Agency/Group/Organization Type</b>	Housing
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Homelessness Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Duluth's Affordable Housing Coalition is made up of over twenty non-profit organizations and governmental agencies working to develop and preserve affordable housing throughout Duluth. The Coalition addresses the need for affordable housing along the entire spectrum from the "hardest to house" through workforce housing. The consultation with this group was extremely helpful in identifying gaps in service and developing priorities and goals. The city will continue to work with this group to prioritize and direct funding.

3	<b>Agency/Group/Organization</b>	COMMUNITY ACTION DULUTH
	<b>Agency/Group/Organization Type</b>	Services-Children Services-Education Services-Employment Community Action Agency
	<b>What section of the Plan was addressed by Consultation?</b>	Economic Development
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Community Action Duluth is a community action agency and provides a number of services including a Financial Opportunities Center, is a career and personal financial service centers that focus on the financial bottom line for low-to-moderate income individuals. Community Action has a unique perspective and their input on low income needs throughout the community is very useful. They will continue to be consulted for the identification of barriers to employment and increasing income.
4	<b>Agency/Group/Organization</b>	Duluth Workforce Center
	<b>Agency/Group/Organization Type</b>	Services-Education Services-Employment Local and and State Collaboration
	<b>What section of the Plan was addressed by Consultation?</b>	Economic Development Anti-poverty Strategy Employment Services

	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The Duluth Workforce Center is a collaboration of the several agencies including the Duluth Workforce Division and the state Department of Employment and Economic Development. The city relies upon this agency to coordinate city job training, education, and employment connections. The Duluth Workforce Center will continue to be used in identifying growing industry sectors, employment training needs, and other efforts needed to grow jobs and employment in Duluth. As identified by the center, Duluth is now working to encourage economic development efforts to include training for construction and aircraft assembly sectors, which are in great need.
5	<b>Agency/Group/Organization</b>	Community Development Committee
	<b>Agency/Group/Organization Type</b>	Citizen Committee
	<b>What section of the Plan was addressed by Consultation?</b>	Oversees City CDBG HOME ESG Process
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The Community Development Committee is a group of appointed citizens who have different incomes and backgrounds that have interest and experience with housing and community development issues. The Committee oversees the entire CDBG Program; including the development of the Consolidated Plan, Annual Action Plan, CAPER Report, and all funding recommendations. The committee makes recommendations to the City Council and Mayor.
6	<b>Agency/Group/Organization</b>	United Way of Greater Duluth
	<b>Agency/Group/Organization Type</b>	Services-Children Services-Education Services-Employment Foundation
	<b>What section of the Plan was addressed by Consultation?</b>	Funding Partner

	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The United Way of Greater Duluth helps the community through strategic investments in a network of local programs and initiatives, United Way helps meet the health and human care needs of people in the Greater Duluth area by investing in the building blocks of a good life: Education, Income Health and Basic Needs. As a funding partner with the City, the two agencies will continue to work together to identify gaps and work to avoid duplication of services/funding.
7	<b>Agency/Group/Organization</b>	Ordean Foundation
	<b>Agency/Group/Organization Type</b>	Private Foundation Foundation
	<b>What section of the Plan was addressed by Consultation?</b>	Funding Partner
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The Ordean Foundation works to fund projects and efforts in the Duluth area, often times with much overlap of CDBG related activities. The City of Duluth will continue to collaborate with the Ordean Foundation to continue to ensure that gaps in services are met and avoid duplication of services/funding.
8	<b>Agency/Group/Organization</b>	Northland Foundation
	<b>Agency/Group/Organization Type</b>	Private Foundation Foundation
	<b>What section of the Plan was addressed by Consultation?</b>	Funding Partner
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The Northland Foundation is a regional foundation serving the communities of northeastern Minnesota, emphasizing funding projects to help children, youth, families, small/medium businesses, and the elderly. The City will continue to work with the Northland Foundation to identify funding gaps and eliminate the duplication of services/funding.

9	<b>Agency/Group/Organization</b>	Duluth Superior Area Community Foundation
	<b>Agency/Group/Organization Type</b>	Private Foundation Foundation
	<b>What section of the Plan was addressed by Consultation?</b>	Funding Partner
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The Duluth Superior Area Community Foundation works to improve the region through funding projects that include the arts, community and economic development, education, environment, and human services. The City will continue to collaborate with the foundation to identify the gaps in services and avoid the duplication of services.
10	<b>Agency/Group/Organization</b>	Generations Health Care Initiatives
	<b>Agency/Group/Organization Type</b>	Private Foundation Foundation
	<b>What section of the Plan was addressed by Consultation?</b>	Funding Partner
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Generations Health Care Initiatives is a private foundation that supports innovative, local programs that expands access to health care and improves the health of underserved people in the Duluth/Superior area and northeastern Minnesota. Generations place in Duluth is important and the city relies upon Generations to provide health related information, like the report titled "Bridge to Health" which provides information that helps to identify gaps and health needs in the region.
11	<b>Agency/Group/Organization</b>	Duluth Local Initiatives Support Corporation
	<b>Agency/Group/Organization Type</b>	Local Initiatives Support Corporation

	<b>What section of the Plan was addressed by Consultation?</b>	Economic Development Funding Partner
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Duluth Local Initiative Support Coalition (Duluth LISC) is an agency in Duluth that works to help nonprofit community development organizations transform distressed neighborhoods into healthy and sustainable communities. Duluth LISC also helps to coordinate the neighborhood revitalization plans that Duluth has completed for each of the four core neighborhoods in Duluth. The city works with LISC to coordinate the Duluth At Work program which is a job training program for low income people. Duluth works with LISC to identify needs, coordinate revitalization efforts, and collaborate to reach the low income neighborhoods and CDBG Target areas in Duluth.
12	<b>Agency/Group/Organization</b>	Saint Louis County Health and Human Services Dept
	<b>Agency/Group/Organization Type</b>	Services-Children Services-Health Other government - County Other government - Local
	<b>What section of the Plan was addressed by Consultation?</b>	County Government
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The St. Louis County Health and Human Services Department manages the county Continuum of Care process and works to coordinate homeless and emergency services in within the County. The County is a partner with the city in a providing coordination in homeless services and working to identify gaps and unmet needs.
13	<b>Agency/Group/Organization</b>	Saint Louis County Community Development Division
	<b>Agency/Group/Organization Type</b>	Other government - County
	<b>What section of the Plan was addressed by Consultation?</b>	County Government

	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The St. Louis County Community Development Division manages the CDBG funds that come to the county. Although these funds are directed outside of the City of Duluth, the city continues to consult with the county's Community Development staff in order to look for opportunities for collaboration and to identify gaps.
14	<b>Agency/Group/Organization</b>	ARDC- Arrowhead Area Agency on Aging
	<b>Agency/Group/Organization Type</b>	Services-Elderly Persons Other government - Local
	<b>What section of the Plan was addressed by Consultation?</b>	Senior Services
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The Arrowhead Regional Development Commission- Arrowhead Area Agency on Aging the designated area agency on aging for the seven county arrowhead region and works to provide three critical functions: OAA funding administration, community planning and service development, and information and assistance. Further coordination and consultation could be helpful in identifying needs and service gaps for elderly people in the community.

**Identify any Agency Types not consulted and provide rationale for not consulting**

None

### Other local/regional/state/federal planning efforts considered when preparing the Plan

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	St. Louis County	The Continuum of Care efforts of the county relate closely with the goals and strategies of the development of the Strategic Plan. The city works closely with the county to ensure that the needs associated in the Continuum of Care are also addressed within the Strategic Plan. Both plans have a goal to provide homeless services and ensure that there is adequate coverage of homeless programs.
10 Year Plan to End Homelessness	St. Louis County	In 2005, St. Louis County developed the 10-year Plan to End Homelessness to create a new strategy, based on national and local best practices, to reduce the suffering of our most vulnerable citizens. The city's strategic plan closely follows this plan and strives to meet the goals that were set out in the plan.
Duluth Comprehensive Land Use Plan	City of Duluth	In 2005, the city completed the Comprehensive Land Use Plan in order to lay out goals and priorities for neighborhoods and areas in Duluth. The plan put forth strategies to help Duluth's parks, housing, transportation, and service needs. The Strategic Plan is guided by this plan in terms of developing strong neighborhoods in Duluth.
At Home in Duluth Revitalization Plans	Duluth Local Initiative Support Corporation	In 2012, Duluth LISC updated four neighborhood plans for the Hillside, Lincoln Park, West Duluth, and Morgan Park neighborhoods. The plans developed through input from neighborhood residents, business owners, and service agencies led to identifying needs and setting priorities for each neighborhood. Duluth includes the priorities in these plans within the strategic plan goals.

**Table 3 – Other local / regional / federal planning efforts**

### Narrative (optional)



## **AP-12 Participation – 91.105, 91.200(c)**

### **1. Summary of citizen participation process/Efforts made to broaden citizen participation Summarize citizen participation process and how it impacted goal-setting**

The citizen participation process is outlined in the 2014 Citizen Participation Plan and was integral in goal-setting and developing strategies in the plan. The City used a combination of public hearing, newspaper outreach, and surveys (both online and in person) to identify needs in Duluth.

The Citizen Participation Plan describes the public process that the Community Development Division utilizes throughout the year. The plan includes the process for the development of the Consolidated Plan and Action Plan. The Citizen Participation Plan can be found online at: <http://www.duluthmn.gov/community-development/>

The process starts with an analysis of the housing market to determine the affordable housing gaps and a community needs assessment. Then the Community Development Division holds a community development and housing needs public hearing, which states the process to develop the Plan and address the general needs of the community that could be addressed with HUD program funds. The purpose of this hearing is to review housing market data to determine housing needs and to analyze other survey data to define community development needs. The CD Division meets with various concerned groups and agencies that deal with community needs, after which a draft Plan priorities and strategies will be developed. This is then followed by a summary advertisement in the local newspaper and news release that copies are available for inspection at the local library, as well as the offices of the CD Division in City Hall. All who are interested may obtain copies, at no cost, of the draft Plan during the 30-day public comment period. A summary of any comments, written or oral, received during the 30-day comment period, along with the City response to the same, will be attached to and become part of the “final” Plan. An additional Public Hearing is held by the CD Committee or the City Council after the 30-day comment period and prior to the City Council formally approving the Plan and forwarding it to HUD for review and approval.

In addition to this process the Community Development Division conducted a survey, both online and in-person to reach more citizens in Duluth. This survey was for the Consolidated Plan, which provides the basis for the Action Plans. The online survey was advertised on local television news stations, social media, and through "word-of-mouth" and the surveys could be filled out at home, at area branch libraries, program provided public computers, or on smartphones. The survey was also made available at several local food shelves and soup kitchens and

at a neighborhood event to gain further comments, which assisted in getting to neighborhoods and programs that serve a proportionally high percentage of low income individuals and persons of color.

### Citizen Participation Outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
1	Public Hearing	Non-targeted/broad community	will be attached after December 1, 2015		none	
2	Newspaper Ad	Non-targeted/broad community	A Community and Housing Needs Public Hearing advertisement was placed in the Duluth News Tribune which has a broad circulation throughout the region.	Will be attached after the public hearing, on December 1, 2015.	none	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
3	Internet Outreach	Non-targeted/broad community	The city conducted an online survey and asked sub-recipients to help to distribute and encourage their participants and the community to identify their needs.	Various comments about housing, public service, and employment needs. The survey responses are in the Executive Summary.	All accepted.	
4	Public Meeting	Non-targeted/broad community	On May 26, 2015, approximately 30 people attended a Public Forum to discuss community needs.	Varied from connecting people to jobs and services, to assisting people with mental health, and the lack of affordable housing.	none	

**Table 4 – Citizen Participation Outreach**

## Expected Resources

### AP-15 Expected Resources – 91.220(c) (1, 2)

#### Introduction

The City of Duluth expects to receive nearly \$3,000,000 in funds from the Department of Housing and Urban Development (including CDBG, HOME, and ESG). The city has prioritized projects and activities in this plan and will work to disperse the funds to meet the goals and objectives identified.

#### Priority Table

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	2,678,994	0	0	2,678,994	0	

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Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	416,990	0	0	416,990	0	
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	198,305	0	0	198,305	0	

Table 5 - Expected Resources – Priority Table

**Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied**

CDBG, HOME, and ESG funds will help to leverage over \$16,319,000 annually (\$80,000,000 over the 5-year plan) of other federal, state, and local funds. Matching requirements have been regularly met and the city doesn't anticipate having difficulty in satisfying these requirements.

**If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan**

Although not already identified, publically owned land is always considered as a way to reduce costs for new housing developments. The city of Duluth regularly considers using tax forfeited properties that Saint Louis County manages. These lands range from homes that are in need of rehab, to severely damaged/condemned buildings, to open lots. Often the city attempts to work with the county to remove the blighted structures and redevelop the land.

**Discussion**

The City continues to work with area funders, federal, state, and local funders to be able to leverage the federal funds that are received. While local private foundations experienced a period of reduced funding availability, projections show those amounts to increase. Individual organizations and collaborations have improved at seeking out new and alternative funding sources, in order to maintain service levels within the city. The city also continues to encourage cost-saving-collaborations within the housing, public service, and economic development areas.

## Annual Goals and Objectives

### AP-20 Annual Goals and Objectives - 91.420, 91.220(c)(3)&(e)

#### Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Economic Development	2015	2019	Non-Housing Community Development		Economic Development	CDBG: \$336,000	Jobs created/retained: 41 Jobs Businesses assisted: 8 Businesses Assisted
2	Tenant Based Rental Assistance	2015	2019	Homeless		Homelessness	HOME: \$115,000	Tenant-based rental assistance / Rapid Rehousing: 18 Households Assisted
3	Affordable Rental Housing	2015	2019	Affordable Housing Public Housing Non-Homeless Special Needs		Affordable Rental Housing	CDBG: \$814,500	Rental units rehabilitated: 260 Household Housing Unit
4	Affordable Home Owner Housing	2015	2019	Affordable Housing		Affordable Owner Occupied Housing	CDBG: \$30,000 HOME: \$147,806	Homeowner Housing Added: 2 Household Housing Unit Homeowner Housing Rehabilitated: 40 Household Housing Unit

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
5	Community Public Facilities	2015	2019	Homeless Non-Homeless Special Needs Non-Housing Community Development			CDBG: \$303,500	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 15600 Persons Assisted
6	Neighborhood Revitalization	2015	2019	Non-Housing Community Development		Affordable Rental Housing Affordable Owner Occupied Housing Special Needs Housing Community Structural Public Facilities Public Services Economic Development Homelessness	CDBG: \$20,000	Other: 1 Other
7	Homelessness	2015	2019	Homeless		Homelessness	ESG: \$109,432	Homeless Person Overnight Shelter: 1400 Persons Assisted Homelessness Prevention: 336 Persons Assisted
8	Public Services	2015	2019	Homeless Non-Housing Community Development		Public Services	CDBG: \$148,000	Public service activities other than Low/Moderate Income Housing Benefit: 20915 Persons Assisted

**Table 6 – Goals Summary**



## Goal Descriptions

1	<b>Goal Name</b>	Economic Development
	<b>Goal Description</b>	Duluth at Work is an innovative way to provide assistance to for-profit businesses by training participants with soft skills, practical training, and job specific training. SOAR Career Solutions is a Community Business Development Organization that has strong relationships with area employers and works to train prospective employees. In 2016, the city plans to work with SOAR Career Solutions to accomplish employment goals. Also part of the Duluth at Work program is the Entrepreneur Fund who works with low income small business owners to grow/expand their business in a program called Growing Neighborhood Businesses.
2	<b>Goal Name</b>	Tenant Based Rental Assistance
	<b>Goal Description</b>	The Duluth HRA will oversee the administration of housing vouchers for homeless families under the HOME funded Tenant-Based Rental Assistance Program. The HRA provides in-kind services in the administration of the housing vouchers. In 2016, the Duluth HRA will be awarded HOME program funding for tenant based rental assistance for homeless individuals and families to secure permanent rental housing. Case management services will be provided to ensure housing stability.
3	<b>Goal Name</b>	Affordable Rental Housing
	<b>Goal Description</b>	The Housing and Resource Connection (HRC) will provide low interest and deferred loans for the rehab of rental properties within the City of Duluth. Owners can apply for low interest loans to renovate properties, which then must serve low to moderate income tenants, less than 80% of AMI based upon household size. Funding includes an existing revolving loan fund and State loans. The Gateway project will maintain 150 affordable rental units in Duluth.
4	<b>Goal Name</b>	Affordable Home Owner Housing
	<b>Goal Description</b>	The Housing Resource Connection (HRC) will provide low interest and deferred loans for the rehabilitation of single-family owner-occupied homes in Duluth. Funds will be used for emergency rehabs; homeowner rehab to address code deficiencies, lead paint hazards, energy efficiency; and for the rehab of acquired properties for sale to eligible homebuyers. Healthy home protocols will be used.

5	<b>Goal Name</b>	Community Public Facilities
	<b>Goal Description</b>	In 2016, two neighborhood facilities will be rehabilitated to provide services in low income areas. American Indian Community Housing Organization will rehabilitate Trepanier Hall and Gimaajii Mino Bimaadizimin building to improve the facility that provides neighborhood services and event space. Life House will rehabilitate the Life Line building to provide emergency shelter to homeless youth.
6	<b>Goal Name</b>	Neighborhood Revitalization
	<b>Goal Description</b>	Implementation of the City's Citizen Participation Plan and strategic planning with the Community Development Target Areas to identify key implementation strategies. This activity will also work with the Community's At-Home in Duluth neighborhood program
7	<b>Goal Name</b>	Homelessness
	<b>Goal Description</b>	Services for homeless, transitional housing and supportive housing will be completed by agencies eligible for the Housing & Stabilization benchmarks.
8	<b>Goal Name</b>	Public Services
	<b>Goal Description</b>	<p>Public Services Activities will include:</p> <ul style="list-style-type: none"> <li>• Hunger Project is a coalition of three organizations offering food pantries and hot meals to prevent hunger and malnutrition among the lowest income of Duluth's residents.</li> <li>• Access to Primary Health Care Services will provide affordable dental care for low income and moderate income uninsured and under-insured community members.</li> <li>• JET Food Project will provide access to daily meals and snacks for 500+ youth ages 6-18 while also providing nationally-recognized job training skills that prepare teens for employment in the food service industry.</li> <li>• Basic Needs Center for Homeless Youth, through the Youth Drop-In Center will provide basic needs, referral services, independent living skills classes, and street outreach.</li> </ul>

**Table 7 – Goal Descriptions**

**Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.215(b):**

LSS will be 10 units and Gateway will be 150 units for a total of 160 units for extremely low-income. 75 multifamily units and 55 single family units are estimated for low income. 22 units are estimated for moderate income.

## AP-35 Projects – 91.220(d)

### Introduction

The City relies mostly upon non-profit and neighborhood organizations to implements the goals of the Annual Action Plan. Through and open application process the City of Duluth reviews and evaluates applications to see how they meet the Consolidated Plan Goals. Projects are then funded and the City oversee progress to make sure the goals of the plan are met.

#	Project Name
1	JET Food Project
4	Center for Changing Lives- Lutheran Social Services
5	Tenant Based Rental Assistance
6	Program Administration
7	HOME Tenant Based Rental Assistance Administration
8	Housing Resource Connection Program
9	Soar Career Solutions Duluth at Work
10	Growing Neighborhood Business
11	Duluth Hunger Project
12	Access to Dental Health Care Services
13	Basic Needs Center for Homeless Youth- Life House
14	Duluth Shelter Project
15	Homeless Housing Initiative- AICHO
16	Veterans Transitional Housing -MACV
17	Family Transitional Housing-Salvation Army
18	Center City Supportive Housing Program
19	Safe Haven -DV
20	ESG16 DULUTH
21	GATEWAY
22	CLT New Construction
23	Energy Services
24	Neighborhood Planning

**Table 8 – Project Information**

**Describe the reasons for allocation priorities and any obstacles to addressing underserved needs**

Each year the Community Development Committee develops funding targets based on needs assessments, data analysis, and input from public hearings. These funding targets then guide the review of applications and funding recommendations. For 2015, the funding targets were set as the following:  
Community Development Block Grant

Affordable Housing, Target: 30%, Recommended: 38.2%  
Economic Development, Target: 15%, Recommended: 15.2%  
Public Facilities, Target: 20%, Recommended: 13.7%  
Public Services, Target: 15%, Recommended: 12.9%  
Planning/Administration: 20%, Recommended: 20%

## Projects

### AP-38 Projects Summary

#### Project Summary Information

Table 9 – Project Summary

1	<b>Project Name</b>	JET Food Project
	<b>Target Area</b>	
	<b>Goals Supported</b>	Public Services
	<b>Needs Addressed</b>	Public Services
	<b>Funding</b>	CDBG: \$20,000
	<b>Description</b>	The JET Food Project at Neighborhood Youth Services will provide access to daily meals and snacks for over 500 youth ages 6-18 while also developing nationally-recognized job training skills that prepare teens for employment in the food service industry.
	<b>Target Date</b>	3/31/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	500 low income youth will receive meals/snacks at the Neighborhood Youth Services center.
	<b>Location Description</b>	310 N First Avenue West, Duluth, MN 55806

	<b>Planned Activities</b>	The JET Food Project supports a primary population of 500+ youth at NYS between the ages of 6-18 years old who are in need of daily food access because of the following risk factors: family poverty, homelessness, transient living situations, violence, and neglect. The JET Food Project also cross-supports a secondary segment for the general youth population at NYS, through access to nationally-recognized food services related job training skills on-site in the NYS kitchen. The project will utilize daily Chef's Club lessons to prepare food for all NYS participants.
<b>2</b>	<b>Project Name</b>	Center for Changing Lives- Lutheran Social Services
	<b>Target Area</b>	
	<b>Goals Supported</b>	Affordable Rental Housing
	<b>Needs Addressed</b>	Special Needs Housing
	<b>Funding</b>	HOME: \$200,000
	<b>Description</b>	Land acquisition for a building that will house centralized services tailored to the needs of Duluth region's homeless, runaway and unaccompanied youth.
	<b>Target Date</b>	6/30/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	The project includes the production of 10 permanent supportive units.
	<b>Location Description</b>	Intersection of East Superior Street and 14th Avenue, Duluth, MN 55805.
	<b>Planned Activities</b>	Lutheran Social Services (LSS) will construct the Center for Changing Lives, which will include ten units of transitional, supportive housing, ten permanent affordable rental units, and provide expanded services. The HOME funds will be used to construct the ten permanent supportive housing units. Vacant and underutilized land has been identified and will be acquired for the development.
<b>3</b>	<b>Project Name</b>	Tenant Based Rental Assistance
	<b>Target Area</b>	

	<b>Goals Supported</b>	Tenant Based Rental Assistance
	<b>Needs Addressed</b>	Homelessness
	<b>Funding</b>	HOME: \$115,000
	<b>Description</b>	The program will provide rental assistance for households who would otherwise be homeless. The City and the Duluth HRA have established this program to provide rental assistance as a significant component in the continuum of services to prevent homelessness.
	<b>Target Date</b>	3/31/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	The Duluth HRA will work with 18 households in this program to prevent homelessness.
	<b>Location Description</b>	222 E 2nd St, Duluth, MN 55805.
	<b>Planned Activities</b>	This HRA program provides rental assistance to homeless families. The program is similar to the "Section 8" Housing Voucher Program. However, applicants can have immediate access to a voucher, and persons with some types of criminal histories can be housed who would be rejected under the regular "Section 8" guidelines.
<b>4</b>	<b>Project Name</b>	Program Administration
	<b>Target Area</b>	
	<b>Goals Supported</b>	
	<b>Needs Addressed</b>	
	<b>Funding</b>	CDBG: \$422,042
	<b>Description</b>	Operation, reporting and monitoring of federally funded activities. Also, these funds assist with the implementation of the City's Citizen Participation process that leads to the development of the consolidated Plan and the Annual Action Plan.



	<b>Target Date</b>	3/31/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
	<b>Location Description</b>	
	<b>Planned Activities</b>	Operation, reporting and monitoring of federally funded activities. Also, these funds assist with the implementation of the City's Citizen Participation process that leads to the development of the consolidated Plan and the Annual Action Plan.
<b>5</b>	<b>Project Name</b>	HOME Tenant Based Rental Assistance Administration
	<b>Target Area</b>	
	<b>Goals Supported</b>	
	<b>Needs Addressed</b>	
	<b>Funding</b>	HOME: \$7,500
	<b>Description</b>	The HRA will provide a TBRA program for rental assistance to households to prevent homelessness from April 1, 2015 to March 31, 2016.
	<b>Target Date</b>	3/31/0017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
	<b>Location Description</b>	
	<b>Planned Activities</b>	
<b>6</b>	<b>Project Name</b>	Housing Resource Connection Program

	<b>Target Area</b>	
	<b>Goals Supported</b>	Affordable Rental Housing Affordable Home Owner Housing
	<b>Needs Addressed</b>	Affordable Rental Housing Affordable Owner Occupied Housing
	<b>Funding</b>	CDBG: \$614,500 HOME: \$117,806
	<b>Description</b>	Collaboration between Ecolibrium3, AEOA, Duluth HRA, and One Roof Community Housing to provide housing opportunities for low and moderate income individuals, services include: rehab, weatherization, construction, and ownership opportunities
	<b>Target Date</b>	3/31/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	75 families in multifamily units and 57 families in single family units (includes 2 acquisition rehab units).
	<b>Location Description</b>	Locations are not yet determined. An application process for assistance is used, so locations will be dependent on applicants and program qualifications
	<b>Planned Activities</b>	<ul style="list-style-type: none"> <li>• 55 Single Family Rehab</li> <li>• 75 Multi Family Rehab</li> <li>• 2 acquisition Rehab</li> </ul>
<b>7</b>	<b>Project Name</b>	Soar Career Solutions Duluth at Work
	<b>Target Area</b>	
	<b>Goals Supported</b>	Economic Development

	<b>Needs Addressed</b>	Economic Development
	<b>Funding</b>	CDBG: \$272,000
	<b>Description</b>	SOAR Career Solutions Duluth at Work will create jobs by readying 16 candidates for for-profit businesses. Participants will be at or below 50% AMI to obtain employment and maintain their jobs to increase their income by 25% over 3 years.
	<b>Target Date</b>	10/31/2018
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	SOAR Career Solutions Duluth at Work will create jobs by readying 41 candidates for employment.
	<b>Location Description</b>	Participants will be Duluth residents and a high percentage will be from CDBG Target Areas where the services are located.

	<b>Planned Activities</b>	<p>SOAR Career Solutions (SOAR), a CBDO will work with the Duluth At Work Collaborative including CHUM, Life House, and Community Action Duluth to provide training, support, case management, job placement, and job retention assistance for Duluth residents at/below 50% of Area Median Income to identify, obtain and keep jobs that increase their income over two years. Each D@W client will meet with staff to complete a validated screening tool, the Employability Measure (EM). A case plan will be developed based on the EM's 11 domains of functioning. Intensive support will be provided to help clients overcome employment barriers and become self-sufficient. Clients will be enrolled in workshops as needed. These include: STEPS, a cognitive program to assist people in changing behaviors and attitudes, building motivation, and gaining a desire to succeed. Job Basics, a short course on workplace culture and expectations; Fast Track, a concentrated course on job searching, marketing oneself, job applications, and successful interviewing skills; The Works, a comprehensive course where individuals discover their career dreams and build skills to reach their goals; Computer Basic Training, a course for clients who need to overcome computer anxiety and become confident with basic computer skills in order to secure employment. Additionally, clients will be referred as needed to other community services including Community Action's Circles of Support and FAIM programs, Adult Learning Center, Flexwork, Lake Superior College, the Duluth Workforce Center, American Indian Community Housing Organization's culturally specific supportive services, Minnesota Assistance Council for Veterans, and other community SOAR, as a Community Based Development Organization (CBDO) has developed a network of employer partnerships to support the placement of program participants in full-time employment and to customize training to meet the specific needs of employers. SOAR has relationships with area employers Holiday Inn, Essentia Health, Express Personnel Services, Northstar Aerospace, and the small businesses in the Northeast Entrepreneur Fund's Growing Neighborhood Businesses program. Post job placement retention services will include ongoing case management as needed; individual sessions at SOAR, in the workplace, or in the community; phone calls; letters; e-mail contact; and newsletters for three years. Monthly peer support/ongoing education sessions will be planned and offered.</p>
8	<b>Project Name</b>	Growing Neighborhood Business
	<b>Target Area</b>	
	<b>Goals Supported</b>	Economic Development

	<b>Needs Addressed</b>	Economic Development
	<b>Funding</b>	CDBG: \$64,000
	<b>Description</b>	The Entrepreneur Fund will provide technical assistance and peer support for 8 small business owners with the Duluth Target Neighborhoods to help them grow their business by 25%.
	<b>Target Date</b>	3/31/2019
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Eight owners of businesses located in CDBG Target Areas will gain assistance in growing/expanding their businesses.
	<b>Location Description</b>	Participants will be business owners located within CDBG Target Areas.
	<b>Planned Activities</b>	Entrepreneur Fund will assemble a cohort of at least eight low income business owners that are intersted in expanding their business. The EF Business Advisor conducts classes, assists in development of business plans, and provides other assistance in growing business revenue over a three year period.
9	<b>Project Name</b>	Duluth Hunger Project
	<b>Target Area</b>	
	<b>Goals Supported</b>	Public Services
	<b>Needs Addressed</b>	Public Services
	<b>Funding</b>	CDBG: \$70,000
	<b>Description</b>	Providing meals to low income individuals.
	<b>Target Date</b>	3/31/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	12,000 participants will benefit from this project.

	<b>Location Description</b>	Programs providing food are located in the Hillside, Lincoln Park, and West Duluth.
	<b>Planned Activities</b>	Collectively, the Duluth Hunger Project provides on-site meals and food shelf services to the lowest income members of the Duluth community. On-site meals are essential for the survival of people who are homeless people and support low-income residents who are in danger of losing their permanent housing. The downtown area is served by CHUM and the Damiano Center. The Damiano Center serves breakfast and lunch on Monday, Wednesday, and Friday and three meals on Saturday and Sunday. The Damiano Center also serves many children from the Central Hillside through its Kids' Cafe program. CHUM's on-site meal program serves a primarily homeless population at noon on Tuesdays and Thursdays when the Damiano Center is closed, breakfast on Wednesdays, and community meals sponsored by member congregations several times a month. The Salvation Army serves lunch Monday through Friday, primarily for those from Lincoln Park and West Duluth neighborhoods. CHUM and the Salvation Army operate food shelves.
10	<b>Project Name</b>	Access to Dental Health Care Services
	<b>Target Area</b>	
	<b>Goals Supported</b>	Public Services
	<b>Needs Addressed</b>	Public Services
	<b>Funding</b>	CDBG: \$30,000
	<b>Description</b>	Providing dentist care to low income individuals.
	<b>Target Date</b>	3/31/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	3,000 low income people will receive medical and dental services through this project.
	<b>Location Description</b>	4325 Grand Avenue, Duluth, MN 55807

	<b>Planned Activities</b>	The Dental Health Care Services program provides access to affordable dental care for low income and moderate income uninsured and under-insured community members. Dental services include preventative, restorative and urgent dental care. The funding for this project contributes to the salaries of three Restorative Functional Dental Assistants.
<b>11</b>	<b>Project Name</b>	Basic Needs Center for Homeless Youth- Life House
	<b>Target Area</b>	
	<b>Goals Supported</b>	Public Services
	<b>Needs Addressed</b>	Public Services
	<b>Funding</b>	CDBG: \$28,000
	<b>Description</b>	This project will provide operational and program support for the Life House youth drop-in center to provide basic needs, referral services, independent living skills classes, and street outreach.
	<b>Target Date</b>	
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	600 homeless or at-risk youth will be served at the Life House Drop-in Center.
	<b>Location Description</b>	102 W 1st Street, Duluth, MN 55802.

	<b>Planned Activities</b>	<p>The drop-in center is a safe place for homeless and at-risk youth to receive the following:</p> <ul style="list-style-type: none"> <li>• Basic Needs including hot meals, showers, laundry, lockers, clothing, hygiene and baby supplies, and a food shelf.</li> <li>• Referrals to Life House's other program areas (housing, employment, education, and wellness) or to external necessary services.</li> <li>• Independent Living Skills via informal discussions, daily activities, support groups, and classes.</li> <li>• Street Outreach to locate and build relationships with street youth, provide information and make referrals to Life House and other community services.</li> </ul>
<b>12</b>	<b>Project Name</b>	Duluth Shelter Project
	<b>Target Area</b>	
	<b>Goals Supported</b>	Homelessness
	<b>Needs Addressed</b>	Homelessness
	<b>Funding</b>	CDBG: \$36,800
	<b>Description</b>	Providing shelter to homeless individuals.
	<b>Target Date</b>	3/31/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	900 homeless individuals (including over 50 families with children) will be served at the emergency shelter.
	<b>Location Description</b>	102 W 2nd St, Duluth, MN 55802
	<b>Planned Activities</b>	CHUM will provide emergency shelter and housing stabilization services to people experiencing homelessness.
<b>13</b>	<b>Project Name</b>	Homeless Housing Initiative- AICHO



	<b>Target Area</b>	
	<b>Goals Supported</b>	Homelessness
	<b>Needs Addressed</b>	Homelessness
	<b>Funding</b>	CDBG: \$18,250
	<b>Description</b>	Providing housing to homeless individuals.
	<b>Target Date</b>	3/31/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	75 households will be served, including 29 households.
	<b>Location Description</b>	202 W 2nd St, Duluth, MN 55802
	<b>Planned Activities</b>	AICHO will provide housing and services at Gimaajii Mino Bimaadizimin which is a 29-unit supportive housing facility. AICHO also offers case management to the individuals.
<b>14</b>	<b>Project Name</b>	Veterans Transitional Housing -MACV
	<b>Target Area</b>	
	<b>Goals Supported</b>	Homelessness
	<b>Needs Addressed</b>	Homelessness
	<b>Funding</b>	CDBG: \$9,150
	<b>Description</b>	Providing housing to veterans
	<b>Target Date</b>	3/31/2017

	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	55 homeless veterans will be served.
	<b>Location Description</b>	5209 Ramsey St, Duluth, MN 55807
	<b>Planned Activities</b>	MACV provides streamlined stabilization and rapid re-housing services to veterans by coordinating outreach, intake, assessment, and direct services and are the only veteran-specific program addressing the needs for veterans experiencing homelessness.
<b>15</b>	<b>Project Name</b>	Family Transitional Housing-Salvation Army
	<b>Target Area</b>	
	<b>Goals Supported</b>	Homelessness
	<b>Needs Addressed</b>	Homelessness
	<b>Funding</b>	CDBG: \$5,250
	<b>Description</b>	Providing housing to homeless families
	<b>Target Date</b>	3/31/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Salvation Army will assist 100 individuals.
	<b>Location Description</b>	215 S 27th Ave W, Duluth, MN 55806
	<b>Planned Activities</b>	Salvation Army will provide services to families with children (100 individuals) including support services and programming designed to assist families to increase economic stability.
<b>16</b>	<b>Project Name</b>	Center City Supportive Housing Program
	<b>Target Area</b>	

	<b>Goals Supported</b>	Homelessness
	<b>Needs Addressed</b>	Homelessness
	<b>Funding</b>	CDBG: \$19,550
	<b>Description</b>	Providing housing programs to homeless individuals
	<b>Target Date</b>	3/31/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	40 individuals will be served by Center City.
	<b>Location Description</b>	105 ½ West First Street Duluth, MN 55802
	<b>Planned Activities</b>	Center City Housing will provide supportive housing services to 40 individuals.
<b>17</b>	<b>Project Name</b>	Safe Haven -DV
	<b>Target Area</b>	
	<b>Goals Supported</b>	Homelessness
	<b>Needs Addressed</b>	Homelessness
	<b>Funding</b>	CDBG: \$7,800
	<b>Description</b>	Providing shelter to victims of domestic violence
	<b>Target Date</b>	3/31/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	500 individuals will be served.

	<b>Location Description</b>	414 W 1st St, Duluth, MN 55802
	<b>Planned Activities</b>	Safe Haven Shelter for Battered Women will provide emergency shelter, food, clothing, advocacy and support for 500 homeless women and children who are victims of domestic violence.
<b>18</b>	<b>Project Name</b>	ESG16 DULUTH
	<b>Target Area</b>	
	<b>Goals Supported</b>	Homelessness
	<b>Needs Addressed</b>	Homelessness
	<b>Funding</b>	:
	<b>Description</b>	The 2015 Federal Fiscal Funds Year allocation of ESG funds for the City of Duluth are to provide shelter operations, rapid rehousing, prevention, data collection and administration.
	<b>Target Date</b>	3/31/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	1,736 people will be assisted with these programs.
	<b>Location Description</b>	ESG activities will occur at the CHUM Homeless shelter, American Indian Center facilities (scattered sites), Safe Haven Women's Shelter, Center City facilities (scattered sites), MAC-V, and Salvation Army (scattered.
	<b>Planned Activities</b>	<p>Agencies will provide services to provide shelter for homeless people; work to rapidly rehouse and prevent homelessness people and provide funds for data collection and administration.</p> <ul style="list-style-type: none"> <li>• Shelter-\$109,432 (less than the \$120,000 hold harmless requirement)</li> <li>• Rapid Rehousing-\$70,000</li> <li>• HMIS-\$4000</li> <li>• Administration- \$14,873</li> </ul>

19	<b>Project Name</b>	GATEWAY
	<b>Target Area</b>	
	<b>Goals Supported</b>	Affordable Rental Housing
	<b>Needs Addressed</b>	Affordable Rental Housing
	<b>Funding</b>	CDBG: \$200,000
	<b>Description</b>	
	<b>Target Date</b>	6/30/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	150 units of housing will be preserved and the affordability maintained.
	<b>Location Description</b>	600 W Superior St, Duluth, MN 55802
	<b>Planned Activities</b>	The project will result in the rehabilitation of 150 units at Gateway Tower. The building is in need of significant rehabilitation and the building will continue to be occupied low income tenants many of who are disabled and/or elderly.
20	<b>Project Name</b>	CLT New Construction
	<b>Target Area</b>	
	<b>Goals Supported</b>	Affordable Home Owner Housing
	<b>Needs Addressed</b>	Affordable Owner Occupied Housing
	<b>Funding</b>	HOME: \$72,500
	<b>Description</b>	
	<b>Target Date</b>	6/30/2017

	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Two homes will be acquired and rehabbed.
	<b>Location Description</b>	Location is dependent upon available housing for purchase.
	<b>Planned Activities</b>	One Roof will acquire and rehabilitate two homes that will become homeownership opportunities for low-moderate income households. The affordability of the home will be preserved through the Community Land Trust (CLT) Program.
<b>21</b>	<b>Project Name</b>	Energy Services
	<b>Target Area</b>	
	<b>Goals Supported</b>	Affordable Home Owner Housing
	<b>Needs Addressed</b>	Affordable Owner Occupied Housing
	<b>Funding</b>	CDBG: \$30,000
	<b>Description</b>	
	<b>Target Date</b>	3/31/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	20 households will be assisted.
	<b>Location Description</b>	All over the city.
	<b>Planned Activities</b>	Ecolibrium3 will assist 20 low-moderate income households in making energy improvement retrofits to their home to increase energy efficiency and lower monthly utility costs.
<b>22</b>	<b>Project Name</b>	Neighborhood Planning
	<b>Target Area</b>	

	<b>Goals Supported</b>	
	<b>Needs Addressed</b>	
	<b>Funding</b>	CDBG: \$20,000
	<b>Description</b>	Implementation of the City's Citizen Participation Plan and strategic planning with the Community Development Target Areas to identify key implementation strategies. This activity will also work with the Community's At-Home in Duluth neighborhood program.
	<b>Target Date</b>	3/31/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
	<b>Location Description</b>	
	<b>Planned Activities</b>	Implementation of the City's Citizen Participation Plan and strategic planning with the Community Development Target Areas to identify key implementation strategies. This activity will also work with the Community's At-Home in Duluth neighborhood program.

## **AP-50 Geographic Distribution – 91.220(f)**

**Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed**

We do not have HUD approved neighborhood revitalization areas but we do have locally designated CDBG eligible neighborhoods that are over 51% LMI where efforts are often focused.

### **Geographic Distribution**

Target Area	Percentage of Funds

**Table 10 - Geographic Distribution**

**Rationale for the priorities for allocating investments geographically**

### **Discussion**



## Affordable Housing

### AP-55 Affordable Housing – 91.220(g)

#### Introduction

The city of Duluth works to provide affordable housing on many levels. The city will utilize sub-recipients to provide services for homeless people, as well as, assist with affordable housing through rental assistance, building new units, and rehabbing existing units.

One Year Goals for the Number of Households to be Supported	
Homeless	1,645
Non-Homeless	16,100
Special-Needs	131
Total	17,876

**Table 11 - One Year Goals for Affordable Housing by Support Requirement**

One Year Goals for the Number of Households Supported Through	
Rental Assistance	18
The Production of New Units	10
Rehab of Existing Units	300
Acquisition of Existing Units	2
Total	330

**Table 12 - One Year Goals for Affordable Housing by Support Type**

## **Discussion**

A collaboration of homeless service providers will assist with 1,645 people in 2015. These homeless service providers are working to develop a coordinated access plan which will help to provide housing stabilization services. The agencies working together include; American Indian Community Housing Organization, Churches United in Ministry, Safe Haven, Salvation Army, and MACV-Duluth. Center City Housing Corporation provides housing and supportive needs for people with special needs.

Another collaboration that focuses on affordable housing as part of the Housing Resource Connection will assist with the rehabilitation of 300 units. This includes 75 multifamily rehab units, 55 single family rehab units, and two acquisition units. The Housing Resource Connection is made up of the Duluth HRA, One Roof Community Housing, Ecolibrium3, and Arrowhead Economic Opportunity Agency.

The Duluth HRA also will manage the Tenant Based Rental Assistance program to assist 18 households.

Lutheran Social Services will begin the development of 10 affordable permanent units through the acquisition of land to develop the Center for Changing Lives. One Roof will rehab a 150 unit building known as the Gateway to maintain affordability.

## **AP-60 Public Housing – 91.220(h)**

### **Introduction**

The Duluth Housing and Redevelopment Authority manages the public housing units within Duluth, which includes over 1,100 units.

### **Actions planned during the next year to address the needs to public housing**

The City of Duluth does not expect to spend any CDBG, HOME or ESG funds to address the needs of Public Housing. Most of the HRA's public housing units are older, but the HRA is utilizing various resources to keep the units in good repair through its wise use of its annual HUD Capital Fund grant, occasional use of energy performance contracting, and use of general obligation bond funded loans provided by the Minnesota Housing Finance Agency, when appropriated by the state legislature. The HRA has also used its local levy resources to augment such funds when needed. The HRA also has submitted an application for the Rental Housing Assistance Demonstration (RAC) program for some selected public housing units, which would provide additional funding for public housing capital improvements if the agency decides to proceed with this HUD initiative. Currently there are 565 households on the waiting list for public housing units, and 1,592 households on the list for the Section 8 Voucher Choice program.

### **Actions to encourage public housing residents to become more involved in management and participate in homeownership**

The HRA will continue to communicate with public housing residents and keep them involved through tenant meetings and newsletters. The HRA regularly recommends programs including homeownership programs to public housing residents.

### **If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance**

NA

### **Discussion**

## **AP-65 Homeless and Other Special Needs Activities – 91.220(i)**

### **Introduction**

St. Louis County (SLC) is one of many Continuum of Care (CoC) regions in Minnesota. Duluth is geographically located at the southern end of St. Louis County. There are two entitlement communities in SLC, the City of Duluth and St. Louis County.

City of Duluth has long history of working closing with SLC and homeless housing and service providers to address issues that impact persons who are homeless or at-risk of becoming homeless. In 2007, joint efforts between the City and County, along with homeless housing and service providers produced a business plan to end homelessness , Heading Home St. Louis County(HHSLC), A Ten Year Plan to Prevent and End Homelessness in St. Louis County.

The goal of the Ten-Year Plan to End Homelessness and the Continuum of Care, through a countywide perspective and distribution of resources, is to help homeless individuals, families and youth to be rapidly re-housed in the most permanent housing possible, increase their housing stability and the housing security that goes along with stability, and to prevent new occurrences of homelessness. With the understanding that homelessness is not caused merely by lack of shelter, but rather involves underlying, unmet physical, economic and/or social needs, the supportive services provided for the homeless are designed to meet those needs.

In 2014, City and County collaboration is as strong as ever with continued focus on the HEARTH regulations and related activities to develop a coordinated homeless response system that incorporates new prevention, rapid housing and coordinated assessment activities outlined in the new Emergency Solutions Grant regulations and the new Continuum of Care regulations along with former shelter (including transitional housing) outreach and supportive service activities. The HHSLC Leadership Council is the governing and advisory board that oversees the activities of the 10 Year Plan and other homeless initiatives in Duluth and SLC, including the annual CoC funding competition, the Family Homeless Prevention and Assistance Program (FHPAP) state funding competition in SLC and the Emergency Solutions Grant Program funding process for both Duluth and SLC.

### **Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including**

#### **Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs**

The City of Duluth is part of the St. Louis County Continuum of Care (CoC). The CoC coordinated with homeless providers and has developed a collaborative system to reach out to homeless. An integral part

of the system is the Coordinate Access. The service providers have agreed under Coordinated Access to use the Service Prioritization Decision Assistance Tool (SPDAT) as a common assessment tool for all homeless persons. As part of the assessment all individuals and families looking to receiving housing assistance will first undergo a pre-screen administered by 2-1-1 United Way. This first step will help with prevention and diversion and refer those in need to emergency shelter. The client will then be administered the Vulnerability Index (VI) SPDAT at determined entry points. This is a quick, condensed version of the SPDAT and will give the recipient a acuity score which will determine the appropriate housing solution. The score will assess what program the individual best fits and puts the individual on a wait list if not available units are available. The most vulnerable individuals receive priority for housing. Once matched with the appropriate housing, the client's case manager will administer the SPDAT. The SPDAT measures a variety of issues that can effects a persons stability. The categories can be tracked over time as the SPDAT is administered every 3 months or so. The SPDAT can be inputted into HMIS. This will allow service providers to track stability much more effectively and show with data the progress an individual or family is making toward housing stability.

### **Addressing the emergency shelter and transitional housing needs of homeless persons**

The City of Duluth is part of the St. Louis County Continuum of Care (CoC). The CoC coordinated with homeless providers and has developed a collaborative system to reach out to homeless. An integral part of the system is the Coordinate Access. The service providers have agreed under Coordinated Access to use the Service Prioritization Decision Assistance Tool (SPDAT) as a common assessment tool for all homeless persons. As part of the assessment all individuals and families looking to receiving housing assistance will first undergo a pre-screen administered by 2-1-1 United Way. This first step will help with prevention and diversion and refer those in need to emergency shelter. The client will then be administered the Vulnerability Index (VI) SPDAT at determined entry points. This is a quick, condensed version of the SPDAT and will give the recipient a acuity score which will determine the appropriate housing solution. The score will assess what program the individual best fits and puts the individual on a wait list if not available units are available. The most vulnerable individuals receive priority for housing. Once matched with the appropriate housing, the client's case manager will administer the SPDAT. The SPDAT measures a variety of issues that can effects a persons stability. The categories can be tracked over time as the SPDAT is administered every 3 months or so. The SPDAT can be inputted into HMIS. This will allow service providers to track stability much more effectively and show with data the progress an individual or family is making toward housing stability.

**Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that**

**individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again**

In 2015, the City of Duluth will fund Housing, Stabilization, and Coordinated Access for homeless people. This will include the work of six agencies that include; Churches United in Ministry, American Indian Community Housing Organization, Salvation Army, Center City Housing Corporation, Safe Haven, and MACV-Duluth.

**Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs.**

One of the goals outlined in the SLC Ten-Year Plan to End Homelessness was to establish uniform discharge protocols and procedures that prevent people who are being released from county institutions from being discharged into homelessness. An Adult Protocol Business Plan was completed in 2008. The discharge plan outlines transition process steps, based on an evidence-based model called Critical Time Intervention, a standardized assessment tool that is used by all discharging entities upon client admission to identify those at risk of homelessness, specific services to be

offered to all clients and additional services offered to at-risk clients. The Discharge Plan also outlines the roles and responsibilities of the collaborative partner agencies, including coordination, information sharing, staffing patterns for institutional-based and community-based staff, and training. In 2010, St. Louis County received funding to conduct a pilot project with County correctional facilities to implement the discharge plan. Implementation of the project went well, but no new funds were allocated toward discharge planning activities once the pilot project ended. However, many of the established protocols implemented under the pilot continue to be used. No additional work has been done regarding discharge planning, however, discharge activities will be reviewed as the city and county work toward transitioning Duluth's homeless response system under the SLC Continuum of Care to align with the HEARTH Act goals.

## Discussion

<b>One year goals for the number of households to be provided housing through the use of HOPWA for:</b>
Short-term rent, mortgage, and utility assistance to prevent homelessness of the individual or family
Tenant-based rental assistance
Units provided in housing facilities (transitional or permanent) that are being developed, leased, or operated
Units provided in transitional short-term housing facilities developed, leased, or operated with HOPWA funds
Total

## **AP-75 Barriers to affordable housing – 91.220(j)**

### **Introduction**

The city has identified the following barriers to affordable housing:

- Lack of annual budgeted funding to demolish or repair buildings condemned for demolition or human habitation, allowing blight to persist in LMI neighborhoods.
- The City requires assessments placed on vacant lots where structures have been demolished be paid by any new owner, rendering otherwise buildable infill sites financially infeasible for redevelopment.
- “One-for-one” replacement requirements when structures are demolished on 25 front foot unbuildable lots.
- Sewer utility fees and other utility hook-up fees increase the cost of construction of affordable single-family homes.
- Limited Minnesota Housing funding for rehab of aging single-family structures occupied by LMI households, which leads to higher maintenance costs.
- Lack of a policy to require improvements to foreclosed properties in LMI neighborhoods that are on the vacant property register.
- Inflexible policies related to Comfort System’s energy improvement programs that limit access to loans by LMI households, including refusal to subordinate when first mortgages are refinanced.
- Minnesota State Historic Preservation Office policies that create additional rehab costs, such as wooden windows and doors repaired rather than replaced by new historically designed materials.
- Outdated historic property references that trigger SHPO review of affordable housing rehab projects on buildings not eligible for listing, which increases costs and delays.
- Lack of direction from City Administration to enforce existing rental license program.
- No education requirement for owners and/or managers to secure a rental license.
- Lack of direction from City Administration to enforce housing maintenance code.
- Lack of energy standards for existing housing stock that result in higher costs for LMI households living in older homes that are energy inefficient.



- Housing & Redevelopment Authority policies that prevent LMI households with poor rental histories or criminal backgrounds from securing assisted housing.
- HUD HOME Program after-rehab value limit based on 95% of median sales price from the extensive Duluth/Superior metropolitan statistical area, and the value limit not adjusted for homes with three or more bedrooms occupied by larger families.
- HUD HOME Program ruling that disallows use of local exception rents in favor of fair market rents in HOME assisted affordable rental housing.

**Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment**

- Support selected demolition of blighted properties in LMI neighborhoods. If funded by Community Development, requirement will be to leave a “clean” site for redevelopment.
  - Community Development supported rehab projects will address all needed repairs and updates, including housing code, energy efficiency, and healthy home deficiencies.
  - Implement acquisition/rehab/resale activities to address vacant foreclosed properties in LMI neighborhoods.
  - Review annual Housing Report sales data to determine if a local study of median sales price would increase after-rehab value limit.
  - Require rehab programs receiving Community Development funding to increase energy efficiency in existing homes by 20%, and require funded new construction to meet Energy Star standards.
  - Provide funding for tenant-based rental assistance to help the “hard-to-house” and homeless population to secure adequate housing.
  - Modify policies to eliminate the “re-instatement” of special assessments on tax forfeit lots that have the potential for redevelopment.
  - Support additional historic surveys in the central and western areas of Duluth.
  - Support the establishment of inclusionary affordable housing in zoning policies.

- Encourage Comfort Systems to revise their loan programs to be more “user friendly” and to coordinate with the Housing Resource Connection.
- Integrate rental license building inspectors into the “One Stop Shop”.
- Work with St. Louis County and the Minnesota Department of Revenue to revise policies to encourage redevelopment of tax forfeit land.
- Strengthen rental license program to include such requirements as common applications and leases, affordable application and damage fees, and timely and consistent enforcement of building standards.
- Reduce property tax valuations to reflect affordable housing restrictions that would prohibit owners from selling at full market rate.

## **Discussion**

## **AP-85 Other Actions – 91.220(k)**

### **Introduction**

The city of Duluth has identified a number of actions that will address obstacles to meeting underserved needs, foster and maintain affordable housing, reduce lead-based paint hazards, reduce the number of poverty-level families, develop institutional structure, and enhance coordination between public and private housing and social service agencies.

### **Actions planned to address obstacles to meeting underserved needs**

Lutheran Social Services will be developing the Center for Changing Lives, which will provide comprehensive homeless and housing services for youth that are in need of housing. CDBG funds will be used for the land acquisition in the project. Providing food access in Duluth is a growing effort with substantial need, especially in some of the low income neighborhoods that lack access to healthy foods. The West Duluth and Lincoln Park Food Access and Education will help to provide land and a greenhouse for growing food. Tenant Based Rental Assistance is provide rental assistance to people who have difficulties in renting places, such as people with criminal records.

### **Actions planned to foster and maintain affordable housing**

The Housing Resource Connection (HRC) will be funded to provide information and services from five housing-related agencies on various housing programs in Duluth: One Roof Community Housing, the Housing and Redevelopment Authority of Duluth, the City of Duluth Community Development Department, the Arrowhead Economic Opportunity Agency and Ecolibrium3. The HRC is a one-stop-shop for information on purchasing a home or making your home or rental property a healthy, energy efficient and safe place to live. Assistance and programs on renovations, code requirements, weatherization, energy assessment, financial assistance, fuel assistance and healthy homes is offered.

### **Actions planned to reduce lead-based paint hazards**

City of Duluth policy requires all rental and homeowner rehabilitation programs and projects receiving federally funded assistance to coordinate with the Duluth HRA for lead assessment, testing and clearance services. Given the age of Duluth's housing stock that predicts 68% contains lead-based paint, the concentration of low- and moderate-income households in less expensive older units, and the past experience of agencies implementing rehab programs, it is highly probable that all, or nearly all, rehabbed units will contain potential lead hazards.

### **Actions planned to reduce the number of poverty-level families**

The Tenant Landlord Connection will help ensure stable rental housing exists by educating existing and potential landlords and tenants regarding rights and responsibilities, mediating disputes between landlords and tenants, and connecting reputable tenants and landlords to facilitate healthy, long-term rental tenancy. Education will include landlord training/rental licensing class, provision of resources on tenant/landlord law and legal forms, Fair Housing training, Ready to Rent classes for hopeful tenants without a positive rental history, classes for high school students. An important part of the center will be mediation initiated by either tenants or landlords who are experiencing challenges. A third activity of the center will provide is to build and maintain a list of reputable landlords to which renters can be referred, as well as a list of "Ready to Rent" tenants.

### **Actions planned to develop institutional structure**

Duluth At Work is a collaboration between the City of Duluth and Local Initiatives Support Corporation to help low income people find jobs and increase their income. Duluth At Work has agencies that prepare individuals for employment at for-profit businesses and low income neighborhood business owners to increase their revenue. The overall goal of Duluth At Work is to give participants significant training, hired, and increase their income by 25% while developing a positive work history over three years.

### **Actions planned to enhance coordination between public and private housing and social service agencies**

The City of Duluth has a long history of collaborating with St. Louis County (SLC) in the delivery of funding and programming for the homeless. Community Development staff have established a strong partnership with SLC staff and have worked closely with them in developing the Heading Home St. Louis County 10-Year Plan to End Homelessness, establishing a governing body to oversee the 10-Year Plan—the Heading Home SLC Leadership Council, the Continuum of Care (CoC) process, and distribution and oversight of federal and state homeless funding that comes to the City and County, through HUD's CoC and ESG programming and through the state of Minnesota's Family Homeless Prevention and Assistance Program (FHPAP). City and County staff work closely with emergency shelters, transitional housing and other housing and homeless service provider agencies under the SLC CoC Process.

### **Discussion**

## Program Specific Requirements

### AP-90 Program Specific Requirements – 91.220(I)(1,2,4)

#### Introduction

#### Community Development Block Grant Program (CDBG)

##### Reference 24 CFR 91.220(I)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	241,525
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	0
3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	0
5. The amount of income from float-funded activities	0
<b>Total Program Income:</b>	<b>241,525</b>

#### Other CDBG Requirements

1. The amount of urgent need activities	0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.	100.00%

**HOME Investment Partnership Program (HOME)**  
**Reference 24 CFR 91.220(l)(2)**

1. A description of other forms of investment being used beyond those identified in Section 92.205 is as follows:

NA

2. A description of the guidelines that will be used for resale or recapture of HOME funds when used for homebuyer activities as required in 92.254, is as follows:

See Attached City of Duluth Home Program Homeownership Assistance, Homebuyer Assistance, and Resale Guidelines.

3. A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds? See 24 CFR 92.254(a)(4) are as follows:

The City utilizes restrictive covenants to assure affordability during the required period.

4. Plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds along with a description of the refinancing guidelines required that will be used under 24 CFR 92.206(b), are as follows:

NA

**Emergency Solutions Grant (ESG)**  
**Reference 91.220(l)(4)**

1. Include written standards for providing ESG assistance (may include as attachment)

See ESG Written Standards Attachment.

2. If the Continuum of Care has established centralized or coordinated assessment system that meets HUD requirements, describe that centralized or coordinated assessment system.

The CoC coordinated with homeless providers and has developed a Coordinate Access System. The service providers have agreed under Coordinated Access to use the Service Prioritization Decision Assistance Tool (SPDAT) as a common assessment tool for all homeless persons. As part of the assessment all individuals and families looking to receiving housing assistance will first undergo a

pre-screen administered by 2-1-1 United Way. This first step will help with prevention and diversion and refer those in need to emergency shelter. The client will then be administered the Vulnerability Index (VI) SPDAT at determined entry points. This is a quick, condensed version of the SPDAT and will give the recipient a acuity score which will determine the appropriate housing solution. The score will assess what program the individual best fits and puts the individual on a wait list if not available units are available. The most vulnerable individuals receive priority for housing. Once matched with the appropriate housing, the client's case manager will administer the SPDAT. The SPDAT measures a variety of issues that can affect a person's stability. The categories can be tracked over time as the SPDAT is administered every 3 months or so. The SPDAT can be inputted into HMIS. This will allow service providers to track stability much more effectively and show with data the progress an individual or family is making toward housing stability.

3. Identify the process for making sub-awards and describe how the ESG allocation available to private nonprofit organizations (including community and faith-based organizations).

The ESG process follows the CDBG/Home process.

4. If the jurisdiction is unable to meet the homeless participation requirement in 24 CFR 576.405(a), the jurisdiction must specify its plan for reaching out to and consulting with homeless or formerly homeless individuals in considering policies and funding decisions regarding facilities and services funded under ESG.

The Community Development Committee seeks out homeless or formerly homeless individuals to serve on the committee. The Committee has regularly had at least one homeless person appointed, and participates in the policy and funding decisions. Also the Heading Home Saint Louis County Leadership Council has homeless appointees and this groups helps to advise the funding of the ESG funds.

5. Describe performance standards for evaluating ESG.

See ESG Written Standards Attachment.

## **Discussion**